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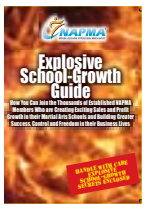
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FREE from NAPMA The *NEW* **Explosive School-Growth Guide** lists all the ways you can power your school to the top.
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NAPMA 2013 Extreme Success Academy Preview 19



NAPMA is kicking off another world tour of the Extreme Success Academy bringing this popular conference to a city near you. The NAPMA "dream team" of martial arts industry professionals will be conducting one-day workshops with a week of on-line follow-up sessions presented by some of the top business consultants in the world. Attendance also includes a private coaching session with one of NAPMA's success coaches.

Story begins on page 19

Stephen Oliver

Toby Milroy

Jeff Smith



Remembering the Legacy of a Champion: Joe Lewis 1944-2012

The word that best describes the life of Joe Lewis is 'accomplished.' He was a gifted competitor, champion, athlete, actor, mentor and advocate for the martial arts industry. Jerry Beasley, PhD., shares his personal remembrances of a great man.

Story begins on page 15


A fond farewell to Joe Lewis.

Mile High Maverick:

Taking MMA from the "Gym" to the "School"



Mixed Martial Arts offers some of the most exciting growth opportunities in our industry targeting the adult market. Stephen Oliver, NAPMA's CEO has coached some of the largest and most successful MMA schools in the country to incredible growth even during the recent "great recession." This issue he shares some of the lessons and insights he has discovered in this exciting target-rich market of our industry.

Story begins on page 10

DOLLAMUR AND SWAIN
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MILE HIGH KARATE'S DIRECTOR OF INSTRUCTION AND FORMER WORLD LIGHT-HEAVY WEIGHT KICKBOXING CHAMPION TALKS ABOUT HIS

"GREATEST HITS"







ABOVE FROM TOP Jeff Smith vs. Wally Slocky, 1975; Jeff Smith vs. Bill Wallace, 1974; Jeff Smith vs. Pat Johnson, 1973.

MY VERY FIRST tournament during 1966 was an important one for me. I was a white belt and I took second place. John Worley took me to the tournament and forced me to compete.

In Holn semi-contact competition, Howard Jackson [of Los Angeles] was probably one of my biggest rivals. We always seemed to fight for the grand championship.

Probably my most memorable bout in the team-fighting was against Pat Johnson, a great tournament fighter who went on to fame as a movie stunt coordinator in the movie business. Anybody who ever fought him in point-fighting, including Joe Lewis, knows that he was the top point-fighter in team fights.

Out of three-hundred bouts, he only lost one—and that one was to me in Washington, DC. Every time I see him, he still rubs it in that I blemished his perfect record. It was a little biased because he was captain of the Chuck Norris team and I was captain of the Jhoon Rhee Washington DC team.

During 1974, Bill Wallace, Joe Lewis, Howard Jackson and I represented the United States in the first real full-contact karate world championships. We were the four top fighters in the semi-contact divisions at that time. That was really the first time that they'd ever done that on a worldwide scale in our sport. It was televised as a ninety-minute special. Three of the four U.S., including me, won our division titles and that's what launched the sport of kickboxing.

In full-contact karate, the most important, to the martial arts community, was when I fought on the Ali/Frazier boxing card, the "Thrilla in Manila," on October 1, 1975. It was important because it was the first time they ever coupled a world champion boxing fight with a world champion karate fight; and because of the rivalry between Muhammad Ali and Joe Frazier, it gave us worldwide exposure.

My match was an eleven-round fight for the world heavyweight kickboxing title. I was the light heavyweight champion and I defended my title against Kareem Allah, a black belt from New York City, who was one of boxing promoter Don King's fighters and one of Ali's sparring partners.

I won an eleven-round, unanimous decision, even though Don King's judges were officiating, so I definitely had to win to win that fight. It was a good fight for because approximately fifty-million people around the world saw it on closed-circuit television.

To this day, I believe, it still holds the record for the largest viewing audience of any professional martial arts fight.







Features



Mile High Maverick: Taking MMA from the "Gym" to the "School" 10

Success secrets of an exciting growth opportunity in the industry.



Inspiring (Holiday) Story from a School Owner! 12

A former fire fighter and current Peak Performer learns the limitations of "good enough" success.



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Remembering the Legacy of a Champion: Joe Lewis 1944-2012 15

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The Seven Qualities of a Champion



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Mastering the Martial Arts Business

WINTER 2012

Mastering the Martial Arts Business magazine is the premier resource for those professional martial arts school owners and operators who are serious about enhancing and/or expanding their business operations through a series of monthly visual and editorial resources, innovation, and hands-on and first-person experiences.

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Martial Arts Education Columnists



Reality Check
Peyton Quinn—*NAPMA EZ Defense Expert*
Is Nothing Worth Fighting For?



Fitness Kickboxing
Jim Graden—*Founder, UBC*
It's All About the Course



Fitness Track
Keith Yates—*Instructor, University Professor*
Static Stretching Dos and Don'ts



Classical Thought
Douglas Adamson—*Multiple School Owner*
Self-Control…Really?



Beyond Technique
Fariborz Azhakh—*Martial Arts Information Professional*
Stick to the Flight Plan

Martial Arts Management Columnists



The Final Word
Stephen Oliver—*MBA, NAPMA CEO*
Positioning Your Martial Arts School



School Growth Potential
Toby Milroy—*NAPMA COO*
Were You Born With It?, Part 1



The Psychology of Success
Brian Tracy—*Human Motivation Author, Speaker*
Walk Positive



Warrior Wiz
Terry Bryan—*Ph.D. and 9th-Degree Black Belt*
How A 700-Year-Old Plan Of Attack Can Still Work For You!



Bonus Column
Harvey Mackay—
Stay Focused on the Big Picture



The Pinnacle of Martial Arts
Jhoon Rhee—*Legendary Martial Arts Teacher and Educational Entrepreneur*
The Seven Qualities of a Champion



Personal Development
Tony Robbins—*Black Belt and recognized authority on the psychology of leadership*
The Connection Between Money and Your Worth



Your Success Coach
Lee Milteer—*NAPMA Inner Circle/ Peak Performers Success Coach*
Important Goal Categories, Part 1



The Heart of a Student Athlete
Karl Mecklenburg—*Six-Time Pro Bowl NFL Player and Motivational Speaker, Author*
Extravagant Passion



Expand Your Thinking
Jim Rohn—*Author and Business Philosopher*
Nitty-Gritty Reasons



Expert Tips & Tactics
Dr. Chris Dewey—*School Owner, University Professor*
Twenty Mistakes School Owners Make, Part 2

Martial Arts Professional Asks…

Martial Arts Professional Asks…



Brian Tracy—*NAPMA Inner Circle/ Peak Performers Success Coach*
In your view, how much time and effort should instructors invest in generating leads for new students?



Tom Hopkins—*The Builder of Sales Champions*
In your view, how much time and effort should instructors invest in generating leads for new students?

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Featured Episodes

Martial Arts Business Breakthrough TV

NAPMA has taken the best business practices and made them available through the interactive media of web video. We're offering several segments to help your business grow including Business Basics, Ask NAPMA and NAPMA Solutions. ***And just for watching Martial Arts Business Breakthrough TV, we have a free gift for you.***

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Featured segment in the current episode:

- The Most Dangerous Trends in the Martial Arts Business!

Featured segments in previous episodes:

- The WORST Advice We've Ever Heard in the Martial Arts!
- The Truth About "Selling Out" in the Martial Arts Business

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Get Started Early with Printed St. Patrick's Day Promotions

Colorful ad cards and flyers turn this holiday into a major retention event.



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■ No Membership Needed to Order from the Print Marketing Website

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(January 2013 Blue Member Package)

How to Operate a $4 Million Operation and Take It to the Next Level *with NAPMA CEO Stephen Oliver and Paul Miller.*

NAPMA Business Breakthroughs DVD



(January 2013 Blue Member Package)

Marketing Strategies that are Working in Today's Market *with Million-Dollar-School Owners.*

Words of The Week (January 2013 Blue Member Package)

Power: Character 1, 2, 3, 4

G.O.L.D. Leadership Team Training (September 2012 Blue Member Package)

How to Give Your Students Personal Attention, Using the Three-Time Rule

Listings are delayed one month after delivery to NAPMA members for publication in *Mastering the Martial Arts Business*. To receive these resources in advance, a FREE one-on-one consultation and special membership gifts, visit **NAPMA.com/PrivateCoachingSession.**

How to Take Your School from $4,000.00/ month to $40,000.00/ month Plus!



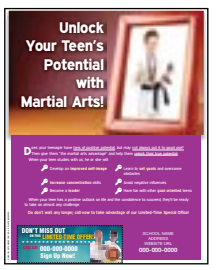
Make the transition from "barely making ends meet" to boatloads of cash in your checking account. Straight from the Millionaire Maverick.

Do You HATE it When They ask "How Much Are Your Lessons?"



Spend some time with Toby Milroy, Grandmaster Stephen Oliver and Grandmaster Jeff Smith and how each of us handled this vexing question and convert "tire-kickers" to customers.

Marketing Materials



(January 2013 Blue Member Package)

January 2013 campaigns include:

- "Unlock Your Teen's Potential with Martial Arts" Campaign
- "Martial Arts is Where Pre-Schoolers Grow" Campaign
- Wide variety of downloadable and print-on-demand Valentine's Day ad cards, posters, rack cards and flyers
- February 2013 campaign in advance: Get started now!

Monthly Teleconference

Tune in to our teleconference each month. We discuss timely and vital topics of important to the success of your school *right now*!

Maximum Impact Discussion Forum

Subscribe to our RSS Daily Digest to keep up with important discussions.

Popular topics: Pricing in Small Towns
Which Tuition Collection Company to Use
Who Would Want to be in an After-School Program?

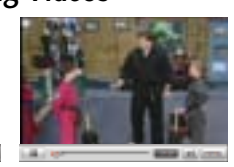
Featured Classroom Mastery Institute Videos

Your weekly instructor training program for February 2013

Children's Training Videos



Dr. Ruth Peters —10 Tips on Teaching Non-Compliant Children with, Part 3



Blocker Drills, Part 3

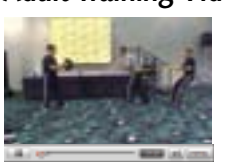


Angello DiBella — Kickboxing Combinations, Part 1



Jerry Poteet — Jeet Kun Do Drills, Part 1

Adult Training Videos



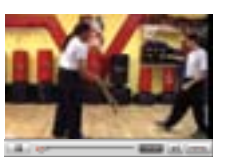
Krav Maga — Dynamic Stress Drills, Part 1



Krav Maga – Dynamic Stress Drills, Part 2



Gerard Cantore — Shin Shin Kan One Steps, Part 1



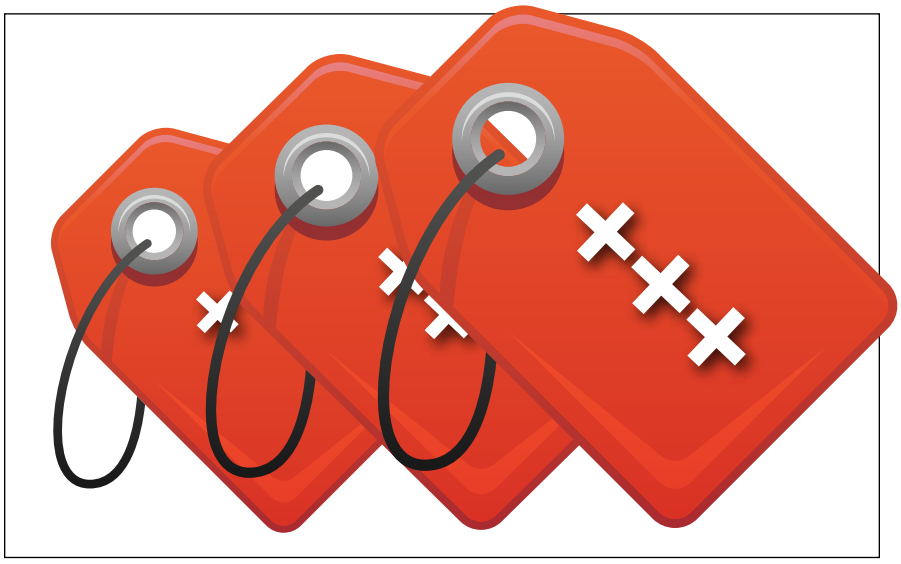
Dwight Woods — Kali Eskrima Essentials, Part 1

COMING SOON: Interviews with NAPMA Inner Circle Members Shawn Harvey and Robert Blum. PLUS interviews with Pat Worley, Jhoon Rhee, Bill Clark, Keith Hafner, Buzz Durkin, Jeff Smith, Greg Tearney, John Worley and more...

NAPMA.com MEMBERS ONLY: NAPMA INNER CIRCLE & PEAK PERFORMERS

Includes all materials from the NAPMA Maximum Impact and Business Breakthroughs Member Packages

Maximum Impact Teleconference: Selling at Higher Prices than ALL Your Competitors



Inner Circle / Peak Performers Renewal Presentation Strategies

A series of "Benefit" oriented "Drip System" documents (IC members collaborated to develop) to help support the upgrade process.



Monthly Groups Teleconference

Intense discussions in "real-time" with your peers. Third Thursday of each month (except December).

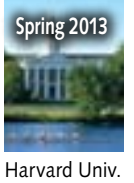


2013 Inner Circle and Peak Performers Meetings





San Diego, CA



Harvard Univ.



Golden, CO

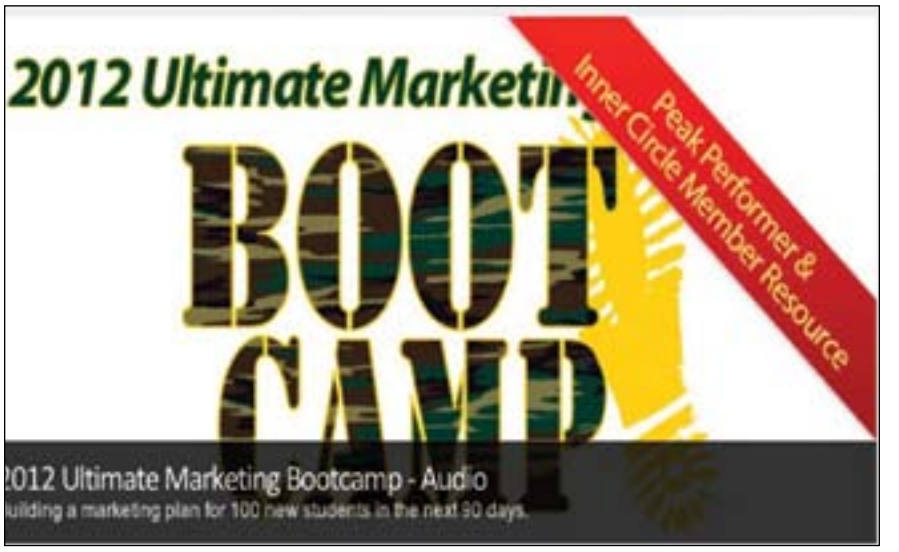


Ft. Lauderdale, FL

Inner Circle/Peak Performers Discussion Forum

Subscribe to our RSS Daily Digest to keep up with discussions of your most important issues by your peers and NAPMA staff.

2012 Ultimate Marketing Bootcamp (Audio)



NAPMA Peak Performers Quick Start Guides

You more than a number when your join your peers in the NAPMA Peak Performers and Inner Circle Groups. We provide ongoing personal support and an in-depth website stuffed with resources. Dive in right away with our "quick start" guides that will help you get the most from your membership very quickly.



PP-IC FREE Bonuses and Quickstart Documents

Steps to Get Up and Running With Your Peak Performer or Inner Circle Group; Series of 7 audio cources and ebooks from covering the fundamentals of marketing and enrollment. FREE with your membership in NAPMA Peak Performers.



Lesson #1 — Initial Website Set Up Tutorial

It's not enough to just join — although that's a critical first step. Once you're a NAPMA members, learn how to set up a Member Profile; upload a "gravatar;" and fill in your history so your fellow school owners and NAPMA member will know who you are!



Lesson #2 — PP-IC Discussion Forum Set Up

A large part of NAPMA membership is interacting with your peer school owners. How to set up your Member Profile; upload a "gravatar;" and the rules of etiquette, to converse, interact, enjoy and learn using the valuable forum. Sign up for the Daily Digest!



Lesson #3 — ESSENTIAL Stats and Target Ratios

NAPMA helps you syat accountable to your goals. We'll review and monitor these vital statistics throughout your Peak Performer or Inner Circle program. Video helps you prepare these stats for discussion with your NAPMA coach.

Marketing Strategy and Tools

A Facebook Trick I Think You'll Dig!

How to Export your Facebook Friends (with E-mail Addresses) directly from your Facebook pages. Learn how to leverage your most loyal prospects and customers from your social lists into new profits with your NAPMA Inner Circle Membership. Visit **NAPMA.com/privatecoachingsession**



NAPMA News

Thanks for the Referral!

We're honored when one of our members thinks so much of us, that they refer a friend to our association.

We're on a mission to elevate the level of professionalism in the martial arts industry, and to help owners live an abundant lifestyle.

If you have associates, members of your martial arts association, or colleagues you'd like to help grow their school, call **Bob Dunne 727-540-0500 x202, and we'll give your referral a HUGE pile of FREE Gifts to get them started!**

We're excited to help you take your school to all new levels this year!

Welcome New Members!

We'd like to welcome these success-oriented martial arts professionals who have joined NAPMA:

Nicolas Masi
Randy Cooligan, Cooligan Martial Arts
Pam Ebaugh, Uta Karate, West York
Lee Kim, Kombat Arts Academy
Benny Phifer, Karate & Sports Fitness
Peter Doherty, Jacob Stuyvesant, Dragonfire Kenpo Karate
Richard Baron, Little Nine Heaven Internal
Rick Williams, Canyon Kajukenbo Martial Arts
David R. Frazier, American Midwest TKD Academy
Troy Turner, United Studios
Clint Johnston, Ernest Thivierge, Ernie's American MA Center
Randy Cornell, American Martial Arts
Jonathan Fleming, Waw Taekwondo
Dave Ipacs, Ipacs Karate Academy
Dino Orfanos, NY MAAcademy
Hamayun Ahmadzai, Zai Martial Arts Academy
Dennis Guila, Guila Hawaiian Kajukenbo
Gary Horner, Karate Center
Gustavo Maciel
Rigoberto Cardenas
James Shang
Damien Albino
David Lepard
Bret Gordon
Michael Hermosillo
Lorenzo Smith
Marco Ermann
Richard Cespedes
Christina Muccini
David Womack

Join your peers and advance the profits and success of your school today. Visit **NAPMAFreeOffer.com**

NAPMA Executives Conduct "On-Site" School Consultations

How valuable would it be to your business (and your bank account) to have a sharply-honed set of expert eyes objectively looking at your business — boils and all — creating a laser-focused strategy to double your revenue (or better) in 2013?

Each year, NAPMA CEO Stephen Oliver and NAPMA COO Toby Milroy reserve a small number of days to travel to a member school location and spend a day digging into the business systems *live*, on site, discovering opportunities previously hidden.

These onsite days have proven to be priceless for school owners we've visited, many times being the "breakthrough" opportunity to peer deeply into the reality of day-to-day operations and unearth the hidden gems of their operation and profits.

If you'd be interested in having full, in-depth, deep analysis and full strategy session for your school, contact Bob Dunne at NAPMA



Headquarters at 727-540-0500, extension 202, for details.

NAPMA Members Appreciation Events!

NAPMA Members ... would you like to have lunch?

Grandmaster Stephen Oliver, Master Toby Milroy, and Grandmaster Jeff Smith will be traveling to several cities over the next few weeks to help school owners who want to take their school to the next level in 2013.

And, we have an additional special treat for our loyal NAPMA members!

We really wanted to do something special for NAPMA members who attend these sessions to help them get their specific questions answered and get personalized advice on their particular school.

Any NAPMA members who attend one of our "Extreme Success Academy World Tour" events will *not only receive all the bonuses and benefits included* (see the detailed outline of the event sessions in this issue) *but are also invited to a "closed door" private luncheon session* with Grandmaster Stephen Oliver following the main event session.

This is a fantastic opportunity for our members to benefit from the insights of the industry leader in marketing and school success!

Mark these events on your calendar and show up for lunch!

- Atlantic City, NJ, Jan. 25.
- San Diego, CA, Feb. 8 (schools UNDER $30,000.00/month gross).
- San Diego, CA, Feb. 9 (schools OVER $30,00.00/month gross).
- Washington, D.C., May (exact date TBA).
- Denver, CO, July (exact date TBA).
- Cambridge, MA, (exact date TBA).

"It's what you learn AFTER you know it all that really matters."

COACH JOHN WOODEN

There are a awful lot of hard-working school owners who have dedicated themselves to their martial arts training, but who have neglected their martial arts *business* training and are now "paying the price" for the oversight.

No one is born with the skills they need to operate a highly successful martial arts school.

We *must* learn, train, test, discover, and *master* these skills.

Isn't that really the same as in our martial arts training?

We *really* start learning *after* we've earned our Black Belt, right?

Once we've learned all the basics, we can then begin our path to true *Mastery.* There is no difference in our martial arts BUSINESS training/mastery.

Once we've been in the trenches for a few years;

Once we've tried out a good number of marketing ideas;

Once we've been out there on our own for a while;

Once we've seen the lay of the land (so to speak);

Then we're truly ready to "get off the hamster wheel" and make a breakthrough.

Every day we speak with honest, dedicated, martial artists who have been in the trenches but who have schools that are stuck on a plateau, sometimes for many months or even *years*.

Being "stuck" is optional.

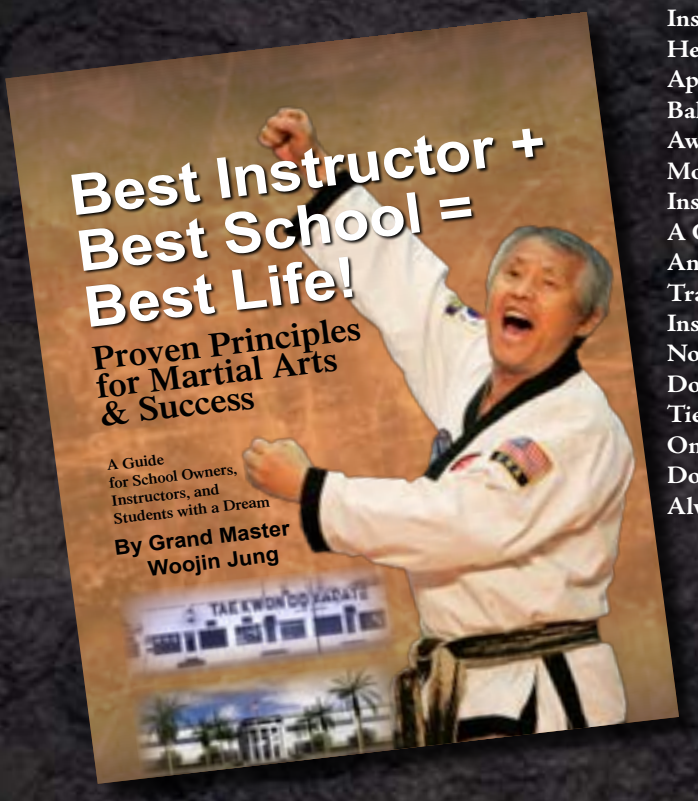
I know it doesn't "feel" optional... in fact I know *exactly* how it feels.

I've been there *many* times, I've fought through it, I've overcome it in my own businesses and I've helped *hundreds* of school owners (just like you) overcome it themselves (to say

See **NAPMA NEWS**, *continued on page 18*

SPECIAL OFFER!

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Help Students Realize Their Dreams
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—Bill "Superfoot" Wallace

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—GM J.P. Choi, Deanof the Oriental Martial Arts College, USA

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MILE HIGH MAVERICK:

Taking MMA from the "Gym" to the "School"



As we move into a new year I believe that it's an exciting one for our small but dedicated and eclectic industry. Ahead lie huge opportunities and avoidable perils. For those truly looking to develop into quality educators and professional school administrators there lie more opportunities than anytime in history.

Let me start by acknowledging that it's been a challenging period for many business owners and industries, and, we're no exception. You'd have to be living under a rock to not recognize the effects of the greatest recession since the Great Depression. However, many thrived during troubling periods. Others experienced crisis which, when viewed in retrospect, will turn in to a valuable opportunity to retool and launch to greater heights (although I freely acknowledge in may take years to appreciate the learning opportunities provided).

A few observations and predictions about an important and growing segment of our industry — the MMA and resurgent adult market.

You may or may not know, but I've been the "Guru" behind some of the largest MMA schools in the world for nearly 10 years. In reality, my background with Jhoon Rhee (and his pal Bruce Lee) and Jeff Smith introduced me to MMA in 1969. While the huge UFC popularity is new as the dominant grappling art (as in BJJ versus Judo), the concept and execution in not particularly new. For those who aren't old enough or haven't studied the history of their own industry, the industry made a dramatic shift during the first "karate kid" days, going from predominantly adults to predominantly kids. The advertising opportunities and expected results changed dramatically then as well.

> *"In running my schools I take every month that others would think of as the worst and figure out how to make it my best of the year."*

At one time to have a highly trafficked school all you needed was a big yellow pages ad and someone competent to answer the phone. The current version of that is, of course, Google. And today, if you are decent at SEO (Search Engine Optimization) and Pay-Per-Click with a halfway decent website you can create about as many new students as you'd ever need. As a cautionary tale, I'd warn those schools to review history and master other "channels" for gaining new students. Jay Abraham refers to that (one source) as a diving board that may get you killed. You always must have a Parthenon of sources to gain students or risk be decimated if the web traffic slows down or dries up.

Another observation about the MMA boom: In many ways, and not in a good way, this has been a "back-to-the-60's" period. Elements that we consider to be common in traditional schools now, such as character development lessons, life-skills curriculum and respect and community involvement — those are relative new. The trend was facilitated by many, but probably impacted most by Jhoon Rhee and accelerated by me and my friends and peers. In the late 1970s Jhoon Rhee began an emphasis on good grades, a student creed, and "leading by example." His quote: "Martial Arts Without Philosophy is Just Street Fighting" is as valid for the "MMA Gym" as it is for a traditional school.

At times I get strange looks when implementing character development lessons, reading assignments, leadership programs and other mental skills training and life-skills training into MMA, Krav and Kickboxing schools.

However, the route to sustainability and, frankly, to long-term value for your students, is to move beyond the physical to mental and emotional development for your students. Ultimately, we all know that success, whether it be in the sport of MMA or in any endeavor, is more about mental skills and attitude than just technical proficiency. Look in any arena. The success of the United States Military Academy at West Point and our Navy Seals is almost purely about developing character and mental fortitude.

STEPHEN OLIVER NAPMA CEO



Stephen Oliver, MBA and 8th-degree Black Belt, has been training as a martial artist since 1969 and operating professional schools since 1974. He's run a multi-million-dollar school operation (Mile High Karate) since 1983, and has been a former EFC Board Member and former NASKA World Tour Promoter. He is the leading consultant and coach to professional martial arts school owners in the world.

I'm convinced that in the long-run MMA schools go down a dangerous path if the screw up the language and miss the most valuable component of what they can provide. Language missteps (in my opinion) include calling teachers coaches, the school a gym, and dropping martial arts courtesies, such as bowing and formal titles for teachers. Another big misstep is in going for "volume" over value given the current high demand environment.

Ultimately, the high value student is one who will train with you long-term. One who will be dedicated to his or her training. One who's a positive contribution to your school and your environment. Those students tend to be a little older, not the 21-year-old kid who wants to be Brock Lesner, and more educated, with a college degree and professional career, for instance.

Finally, a big misstep is to look at Bally's and 24-Hour Fitness and model their format and operations to run your school. Professional Martial Arts schools have been down that path. The successful format actually evolved mostly from the dance studio business (now making a comeback), not from gyms, be they fitness centers or boxing gyms. That lesson's been learned — don't fail to learn the lessons.

Ultimately, if I've had one advantage that most others "giving advice" miss, it's likely both having been at the center of most of the leading developments in professionalizing the industry (given my lucky ties to Jhoon Rhee, Nick Cokinos, Jeff Smith, Bill Clark and a few others). It's also that I've actively studied the history of our industry's development along with many others that are parallel. In most cases I can pretty quickly show MMA schools how to double or triple their results. Often it's a "Paradigm Shift" for them, but ultimately the best strategy for a business designed to last 10, 20, 30 years or more and not be just a "flash in the pan."

I'm excited about the future of the adult market. Many VERY high quality schools are developing with my guidance. Others are doing fine now but are likely to perish if their Google traffic dies down — just as the Yellow Pages died for traditional schools in the past. ■

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Continued on next page

Inspiring (Holiday) Story from a School Owner!



I was speaking to a school owner from a pretty typical suburb the other day, it was really entertaining, and I thought you might find it interesting as well (which he gave me permission to share with you).

So, this gentleman, a nice, sharp guy, has been running his school for 14 years, and has been "stuck" at about $26,000 a month gross for the last seven years.

He told me his story, described how his life looked right now, and told me about his stressful holiday break.

More about the "stressful holiday break" in a moment.

His story:

He decided to leave a career in the fire department to pursue his passion for the martial arts, and open his school full-time in 1999.

Now, his school has been running profitably for many years, however, he's been "stuck" at this $26,000 per month plateau for a long time, and had become "comfortable" to some extent.

Here is how his business looks (more or less):

— $26,000/month gross;
— $4,500/month rent;
— $8,000/month payroll and taxes (two full-time employees and a couple part timers);
— $2,500/month to the billing company;
— $2,000/month in supplies and equipment;
— $3,000/month in marketing;
— $1,000/month (average) for "Special Events" (he does a lot of seminars, traveling to train in his art, etc.);
— $1,000/month in utilities and expenses.

Leaving about $4,000/month to pay himself and "live on."

Now, here is where it started to get entertaining.

He said to me:

"You know, I've been getting your emails and your mailers for years, but I never really thought that I needed help. I felt that I was doing better than most of my competitors in my area, so that was "good enough."

But I realized something when I visited my family over the holidays. It was the typical holiday gathering, my brother and his two kids, my sister and her kids, and my mother, not to mention a couple of the "cousins."

Sometime after dinner, while sitting around the TV chatting, my brother said something to me that really made me start thinking … in fact, after a while started to *make me very angry.*

He said (not meaning any disrespect, just making a casual observation), "Hey, I bumped into your friend Marcus the other day (a good friend I worked with in the Fire Department), and he mentioned that he'd been promoted to Battalion Chief."

Well, first, I was happy for my friend, and still am, but I started to think about "where I was" in my career, in the martial arts school.

I mean, I work a *lot* of hours and am happy to do so, and I love my students and my school, but I'm really only making about $45,000 a year with *no benefits*.

Had I stayed in the Fire Department, I'd very likely be a Battalion Chief or better (as Marcus was LOWER ranked than me when I left), which in my area pays about $120,000 per ear *plus* health benefits, a pension, and lots of other perks and bonuses.

"WAIT A MINUTE … I'm only making about 1/3 to 1/4 of what I would be if I would have stayed in the department? Aaaarrrrhhhgghhh!"

He went on to describe to me that he thought about it for three days, and got more and more irritated.

Then he said something really valuable. Pay attention to this.

He said:

"I was content with the level I'd achieved, but *only* because I was comparing myself to other folks who *weren't doing very well"*

A powerful paradigm to internalize!

So now, he's a new NAPMA Peak Performers member, and he'll be master-minding with the top 5% of the school owners in the world, and working one-on-one with me and Grandmaster Stephen Oliver to take his school to the next level.

There is *no reason* that he shouldn't be making *more money* than he would be in his other career opportunities.

There is *no reason* that *any* school owner, in *any* part of the world shouldn't be making a comparable income to that of your average doctor or attorney.

There is *no reason* for *any* school owner to not be making *at least a six figure* income.

If you're feeling like my new friend, and you're tired of "Hanging Out with the Turkeys," but instead want to "Fly With the Eagles," visit our website and watch the *free* video and collect the *free* bonuses. We'll see if this might be a good fit for you and your school.

NAPMA.com/PrivateCoachingSession

P.S. If you feel like "you're doing fine" right now, you may want to consider "Why" you're satisfied with that? It's been my experience that "Good is the Enemy of Great"!

I'm sure you *never* wanted to be just a "good" Black Belt, and I'm ABSOLUTELY CERTAIN that if you set your goals to be just "good," you'd not ever accomplish anything EXCEPTIONAL.

I hope I'll see you at one of the NAPMA live events, or have the chance to speak to you personally very soon! ■

Conducting a Personal Inventory of Your "Knowledge Resources"



Self-knowledge has always been the key to preparing for competition. Knowledge of your attributes, abilities, interests, strengths, weaknesses, and traits is essential to riding the front end of the wave of change into the new century. To fully assess your own talents, realize that studies confirm that what we love and do well as children continues as our latent or manifest talent as adults.

Examination of your weekend or evening interests might reveal a gem of potential you can apply to your vocation. I strongly suggest you don't unthinkingly relegate what you love to do for yourself solely to hobbies. You might make it, or at least integrate it into your life's work.

The acquisition of knowledge, which is the new global power, is a life-long experience, not a collection of facts or skills. Not long ago, what you learned in school was largely all you needed to learn to secure a career. With knowledge expanding exponentially, this is no longer true. Hundreds of scientific papers are published daily.

Every thirty seconds, some new technological company produces yet another innovation. Your formal education has a very short shelf life. Life-long learning, once a luxury for the few, has become absolutely vital to continued success. Continue gaining expertise and avoid thinking like an expert.

Action Idea: An excellent benchmarking exercise is to spend a weekend with key associates or family members and dust off your childhood memories. Remember what you really enjoyed and wanted to do most as a child. The next activity in assessing your interests is considering your current ones. What do you most enjoy after work? What do you most want to do on weekends and vacations? What are your hobbies? Can you bring more of what you enjoy into your business life?

Action Step - Increase Your Reading, Writing and Vocabulary Proficiency. One of the most important qualities of successful leaders is an ability to express thoughts and knowledge. Research by management and human resource experts confirms that no matter what the field of employment, people with large vocabularies — those able to speak clearly and concisely, using simple as well as descriptive words - are best at accomplishing their goals. Well chosen, carefully considered words can close the sale, negotiate the raise, enhance relationships, and change destinies.

In a world of e-mail, fax dispersal, voice mail, sound bites, concise reports, business plans, and meeting briefs, the individuals who can articulate their goals, substantiate their claims, and support their visions, will own the future. In the 21st Century, literacy will be the major difference between the haves and have-nots.

Why do fewer than 10 percent of the public buy and read nonfiction books? One reason is that many would rather get home than get ahead. They are motivated to get by and get pulled along by the company, the economy, or the government.

Another reason is that many individuals believe that information found in books, computer programs, and training sessions has no value in the business world. How self-deluding!

As the new tools of productivity become the Internet, the Digital Versatile Disc, direct digital download of text, audio and video, and the combination of the interactive computer with telecommunications, the people who know how to control the new technologies will acquire power, while those who thought that education ends with the diploma are destined for low-paying, low-satisfaction jobs. In almost the blink of an eye, our society has passed from the industrial age to the knowledge era.

Increase your reading by 100 percent. Decrease your television watching, and that of any children in your family by 50 percent. Surf the Internet and subscribe to book summaries, or download free chapters from different sources. By reading book summaries, you can gain the essence of all the top business books in a very brief period of time.

Action Idea: Read at least one book each month, and listen to at least one additional audio book during commute or down time. One of the best sources for business audio books online is MP3 audiobooks.com.

All kinds of reading and listening to fiction and non-fiction will increase your vocabulary, writing and presentation skills. Incredibly, a mere 3,500 words separate the average person from those with superior vocabularies.

Keep a dictionary beside you when you read and look up every word you don't fully understand. Doing that on the spot helps make the word part of your vocabulary forever. And don't depend on your computer's spellchecker for your spelling. Not all e-mail service includes spell check. Also, you may be called upon to write longhand notes, memos, or information on white boards or blackboards at meetings. You not only want to use the right words. You also will want to spell them correctly.

A great way to increase your literacy is to engage in Internet conferences and to read summaries on the web from services like Amazon.com, Barnes and Noble and other booksellers. The more interactive you become in communications and the less you indulge in prime-time television, the more successful you'll become in all areas of your life. Knowledge is the new power. And literacy is the door to knowledge. ■

DR. DENIS WAITLEY PRODUCTIVITY EXPERT



One of America's most respected authors, keynote lecturers and productivity consultants on high performance human achievement. 10 million audio programs sold in 14 languages, Denis Waitley is one of the most listened-to voices on personal and career success. He is the author of 16 non-fiction books, including several international best sellers, *The Psychology of Winning, Seeds of Greatness, Being the Best, The Winner's Edge, The Joy of Working* and *Empires of the Mind.*



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President, Red Dragon Karate

"My website went from two leads per month to two leads per day!"
—Robby Beard
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Remembering the Legacy of a Champion: Joe Lewis, 1944-2012

ßy Jerry Beasley, Ph.D.

He was America's most gifted fighter. The winner of the top titles and records, Joe Lewis leaves a legacy of multiple accomplishments. In the 1960s, he was the most feared karate fighter on the planet. He was perhaps the strongest, best-conditioned athlete that ever stepped on the tournament mat and his athletic prowess did not go unnoticed. Joe Lewis made believers of everyone who fought him.

In 1967, the great Bruce Lee invited him to train under his tutelage. For almost two years, Lewis learned the most advanced martial arts theory of the day directly from the innovative mind of Bruce Lee. Joe Lewis is the only world champion to have been personally coached by Bruce Lee.

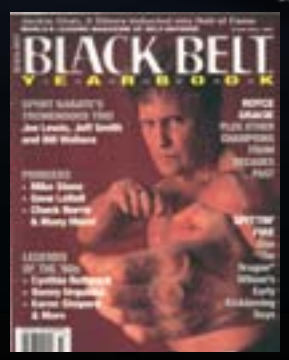
In tournament competition, Lewis was simply unstoppable. He won the top karate titles of his day. In 1970, Lewis entered the first kickboxing match ever presented as a grand finale to a national karate tournament. According to a 1970 article in *Sports Illustrated* magazine, Lewis was initially opposed to the term "kickboxing." He had intended that the new sport be called "Joe Lewis Self-Defense Systems," but the term kickboxing caught on, and Lewis became the first fighter to earn the title of "United States Heavyweight Kickboxing Champion."

Lewis defended his title ten times. Each fight ended in a knockout in the first or second round. Lewis became known as the father of American kickboxing. In 1974, Lewis won the first Professional Karate Association World











NAPMA BUSINESS SOLUTIONS:
Breaking Through Plateaus



By Toby Milroy
NAPMA COO

I had a meeting recently with 35 really smart school owners who are all involved in growth process for their businesses. We've been successfully helping these martial arts school operators take their school to the next level.

I'm always excited and energized by helping motivated owners grow their business. I was so charged up after our session today that I had to get in an extra workout. As I sit here composing my thoughts, it's very late on Saturday evening and I'm still charged. I have something I really wanted to get out to you, so I'm burning the midnight oil.

Over the past several months I've encountered a lot of martial arts school operators who are sincerely interested in taking their school to the next level. Many of them fit into a certain model of having some similar challenges. I wanted to walk you through what I'm seeing, why that happens, and most important, how to overcome it.

First of all, let's take a look at a typical conversation I have with a martial arts school operator. The conversation goes something like this: "I've been operating a martial arts school for a number of years. (Maybe its 5, 10 or 20 years.) And for a large number of those years I've been stuck at a certain plateau and I can't break through."

"The skills and ability, and the tools and systems that you have in place that got you where you are, will be the same skills and tools that will keep you from growing to the next level."

Let's look at an example: One of our members at the meeting has been running a school for 7 years. He's been operating a single location for 7 years, and for the last 5 years, he's been at about $25,000 a month. No matter what he has tried, he hasn't been able to break through that plateau.

Another example is an owner operating a school for 15 years, who has been stuck at $40,000 a month for 13 of those 15 years. A few peaks and valleys here and there but if you draw out the average, he's been on that plateau for a long period of time.

If that's the case with you, no matter where that plateau is, whether it is at 60 students and $5,000 a month, 200 students and $40,000, or 550 students and $100,000 a month, regardless of where that plateau is, it can be frustrating to break it.

Why and how does that happen to us in the martial arts business? Most martial arts school operators don't start off as business people. We mostly start off as martial arts enthusiasts. We were students and we love martial arts so much that by some confluence of events, we end up either opening a location or taking over a location that perhaps our instructor operated. In most cases, we take on the challenge of running a business without any advanced business training or previous business experience. We go out and look for a location that seems good, where there isn't a ton of competition in the same area. (Typically, we shy away from locations where there is competition or the perception of competition. But, that's a topic for another day.)

We open a school at our location with zero students. What happens next is there's a certain amount of traffic that just happens into our location. Because there has not been a school there in the past, people see it and they start to come in. There is a big influx of new students within the first several months of your grand opening. All the sudden you pop in front of them and they're interested and for the first eight or nine months of your grand opening, you sign a bunch of new students.

After the first 12 to 18 months that influx of new students slows down. The typical maturation cycle of a martial arts school tends to be somewhere between 12 and 18 months. Meaning you enjoy that influx of new customer interest from your community and that first rush of business tends to be the largest growth period of a martial arts business. Then you'll plateau as the number of new students coming into the school starts to equal the number that are dropping out each and every month.

Let's deconstruct the plateau. A martial arts school operator may, for example, have the marketing sophistication and knowledge to generate 10 new enrollments a month. That's what he's personally capable of accomplishing. In the first 12 months or so, he'll have the 10 that he knows how to bring in plus the location brings in another 10. Maybe he did a little marketing for the grand

See **SOLUTIONS**, *continued on page 18*

TOBY MILROY NAPMA COO



Toby Milroy is a 5th-Degree Black Belt and one of the rising stars of the industry. This veteran successful school owner, multi-school trainer and facilitator, author, business coach and self-described "compulsive entrepreneur" brings expertise from dozens of outside industries back to the Martial Arts Community for the benefit of school owners all over the world.

Mark Your Calendar for the New NAPMA Peak Performers and Inner Circle Mastermind Event in February!



We've put together another AMAZING schedule of Mastermind sessions for our Peak Performers and Inner Circle members that is focused on sharing "best practices" and "what's working NOW" strategies, but ALSO bringing tactics, tools and strategies from OUTSIDE our (tiny) niche industry into our system for the benefit of our members.



This year we'll be surrounding our team with abundance and wealth where the Hollywood and Corporate elite "play."

Our first mastermind event in San Diego, California will be held at the HISTORIC Hotel Del Coronado, February 8–10, 2013.

The "Hotel Del" sits just to the north of the "Silver Strand," where new NAVY SEALS train, run and push themselves to accomplish more in a few weeks than most people accomplish in several years.

This is EXACTLY what we'll be doing with our Inner Circle and Peak Performer members. *ACCELERATED* learning, advanced marketing testing results, and the LASER SHARP focus on taking their schools to the next level fast.

If you feel you and your school could benefit from a "sharp eye" looking over your shoulder, and guiding you to FAST, sustainable, life-changing growth in one of our **Coaching and Mastermind Programs**, AND get started with **2 FREE Private Coaching Sessions** and **2 90-Minute Seminars,** then **visit NAPMA.com/privatecoachingsession/ or give Bob Dunne a call at 727-540-0500 ext. 202.**

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SOLUTIONS, *continued from page 16*

opening that brought in another 10. Initially, he enrolled 30 students per month.

Eventually, the new location bump and initial marketing blitz slow down. But, he still has the location and his level of marketing skills to enroll about 20 students a month. Now he's bringing in 10 new students every month but he also has students dropping out at a rate of 10 every month. He stays on that plateau.

Now, here's the reality in that martial arts business, and statistically, this is the best we can track. The bad news is you will stay on this plateau permanently. You may perhaps have two percent to four percent annual growth depending on your community, unless and until you do something dramatically differently.

I'm reminded of a book by Marshall Goldsmith called, *What Got You Here Won't Get You There.* Nothing can be truer in a martial arts school. The skills and ability, and the tools and systems that you have in place that got you where you are, will be the same skills and tools that will keep you from growing to the next level. The only way to break through this plateau is to dramatically change the processes and systems that got you onto the plateau.

In our NAPMA coaching programs, we work with school owners one-on-one to figure out exactly what got them to their individual plateau, and what systems and tools it's going to take to get them to break through that plateau to the next level. That means doing an in-depth analysis of internal systems and tracking performance numbers. The last piece is learning what to do with that information.

Grandmaster Stephen Oliver's mission, and NAPMA's mission as well, is to dramatically grow the martial arts industry by helping motivated martial arts school operators earn the income that they deserve. We're committed to the school owners who are most serious about delivering high quality service and programs to accomplish this goal. When you find yourself stuck on a plateau that seems impossible to break through, remember that getting to that next level starts with acquiring the skills and knowledge required to perform at that next higher level. ■

NAPMA NEWS, *continued from page 9*

nothing of how often Grandmaster Stephen Oliver has done the same… what a team we have here!)

If you're feeling "stuck", perhaps even "uninspired" I'd ask you to consider this:

"If you do what you've always done, you'll get what you've always gotten."

ANTHONY ROBBINS

So now is the time to "get off the hamster wheel" and kick your business into high gear.

Visit **NAPMA.com/Private-CoachingSession** to start leading your school off it's plateau!

Watch this Video and let's get started. And here are some classic readings in self-help literature to get you started:

Magic of Believing, Claude Bristol
Wake Up and Live, Dorthea Brande
Magic of Thinking Big, David Schwartz
The Secret of the Ages, Robert Collier
The Power of Positive Thinking, Dr. Norman Vincent Peale
How to Win Friends and Influence People, Dale Carnegie
Psycho-Cybernetics, Maxwell Maltz
The New Psycho-Cybernetics, Matlz and Kennedy ■



EXTREMESUCCESSACADEMY.COM WORLD TOUR

Are You Frustrated at How HARD It Seems to Be to *Grow* Your Student Body While Maintaining the *Integrity* of Your Martial Arts Program?

Extreme Success Academy

Tired of working year after year at your school for the same income?

The Extreme Success Academy *will come to you* and show you what's working in today's market to create serious success! Learn from the expert NAPMA staff, who have built hundreds of successful schools.

The Extreme Success Academy will be touring the world in 2013, and coming to a location near your hometown. Co-hosted by NAPMA and the internationally recognized martial arts marketing expert, Stephen Oliver, this extensive workshop will be offering proven success tools and strategies ready for immediate implementation in your school.

The Extreme Success Academy World Tour was designed to present the proven formula for adding $100,000 to $200,000 in NET PROFIT to you, the OWNER, in 9 to 12 months. This formula has been implemented in schools all over the world using every style of martial art. When used exactly as designed, it's been proven to dramatically increase sales and profits without compromising the integrity of the martial arts. In fact, schools that use this formula produce the highest quality students.

The Extreme Success Academy World Tour is unlike the conventions intended for martial arts hobbyists and enthusiasts. It was specifically designed to present the tools and precise insider tips required for growing your school to its maximum potential. You'll be treated to real tools you can use to make your school an extreme success including the solid systems for operating your school, building your team, attracting and retaining new students, and advancing your own lifestyle.



The undisputed master of martial arts marketing, Stephen Oliver, "rolls up his sleeves" to help schools grow at the Extreme Success Academy World Tour.

Taking full advantage of the marketing expertise of the original martial arts marketing expert, Stephen Oliver, we'll disclose the most effective marketing and student retention programs that you can use. The Extreme Success Academy World Tour will help you with strategies for lead generation, upgrading students and maximizing income potential from every student.

"Great schools have a great curriculum. Your teaching skill is measured by student retention, upgrade percentage and Black Belt graduation percentage, not by your lineage or how tough you make it for the White Belts," says NAPMA CEO Stephen Oliver.

Continued on next page

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Stephen Oliver

8th-Degree Black Belt; CEO, NAPMA; founder, Mile High Karate; developer, Extraordinary Marketing

How to add 100 new students in 100 days on a "shoestring" budget

For more than 32 years Grandmaster Stephen Oliver has operated super-successful martial arts schools. From the most traditional roots, the Jhoon Rhee Institute, he's built an international franchise organization.

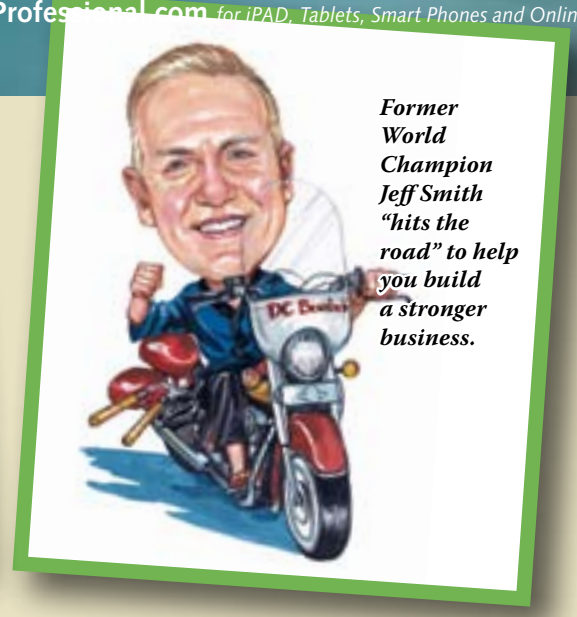
His *Extraordinary Marketing* course and coaching program have help school owners grow their schools and create a substantial business!

He'll take you inside the labyrinth of direct response marketing, and help you decode the puzzle of high leveraged new student acquisition.

In this all new presentation, Grandmaster Oliver will help you expand your thinking, and take an "unvarnished" look at what your students really want, and are willing to pay for. By framing your program appropriately, and truly understanding your customer, you'll find enormous profits, and opportunity.

In this advanced course, you'll learn:

- **The 5 All Too Common Mistakes** Most School Owners Make that Keep Them From Being Successful
- **How to Become the "Harvard" of Martial Arts Schools** Setting Yourself Apart from The Competition
- Why Some Schools Struggle and Die, **While Others Find Success So Easily**
- How to Virtually Eliminate "Price Shopping", and **Attract Prospective Students** Who Can Easily Afford Your Program



Jeff Smith

9th-Degree Black Belt. First World Light Heavy Weight Kickboxing Champion

Building a world class staff and train world class students

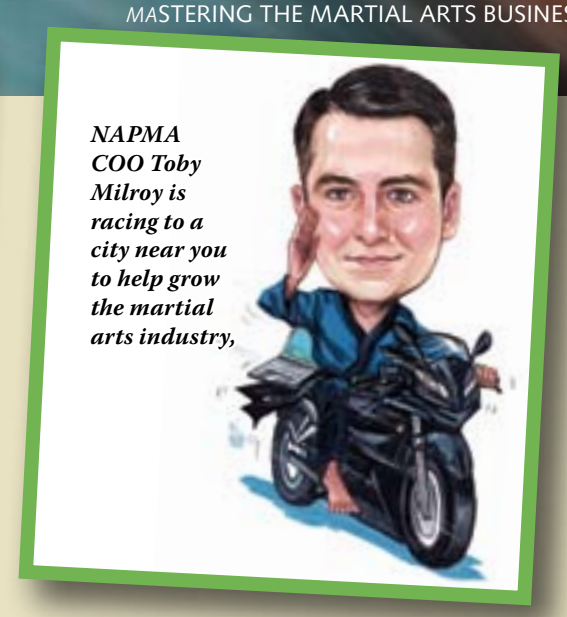
Grand Master Smith, a 9th-Degree Black Belt Master in Tae Kwon Do, has devoted over 40 years to the martial arts and is best known as the seven-time "World Light Heavy Weight Karate Champion." He was coach of the World Champion United States Karate Team and the Junior National Team. He is a member of the Black Belt Hall of Fame, the first recipient of the Bruce Lee Award and listed in the Who's Who of Martial Arts.

In addition to an unparalleled competitive career, Grandmaster Smith ran a large multi-million dollar -mulit-school organization, until teaming up with Stephen Oliver to become the Chief Operations Officer for Mile High Karate.

He was able to accomplish this growth by mastering the art of developing and training "home grown" staff members, and cultivating them to be extremely high performers!

In this Advanced Course, You'll Learn:

- How to Build a "System" that Reliably Creates an **Abundance of HIGH QUALITY, Professional Staff** Members For Your School
- The **"World Champion Mindset"** for Your Martial Arts Business
- 3 Class Management Skills that Get Your Student's **Clamoring to Upgrade** their Memberships
- The "Retention Road Map" That Keeps Your **Students Engaged, Excited**, and Coming Back to Class



Toby Milroy

5th-Degree Black Belt; COO, NAPMA; Master Instructor

The 10 strategies that all top school owners use in their schools that are guaranteed to work in yours!

Master Milroy is a 5th-Degree Black Belt and one of the rising stars of the industry.

This veteran successful school owner, multi-school trainer and facilitator, author, business coach and self-described "compulsive entrepreneur" brings expertise from dozens of outside industries back to the martial arts community for the benefit of school owners all over the world.

Master Milroy will reveal the insiders' marketing strategies that are flooding schools with new students all across the country.

In his "plain English" session you'll discover how to utilize this powerful media to your advantage, and drive new students into your school!

In this advanced course, you'll learn:

- How the TOP 20% of the Industry Create Success **Without Sacrificing The Integrity** of their Art.
- 3 Tools to Systemize Your Business, Making Your **Life Easier and Your School Simpler** to Operate.
- Why Smart, Sophisticated Families **CHOOSE to Pay a Premium** for High Quality Lessons, and How You Can Provide Them.
- How to Leverage **3 "New" Media Channels** to Attract New Student into Your School for PENNIES!

CALL OR REGISTER ONLINE TODAY!

Reserve your seat today!

ExtremeSuccessAcademy.com

1-727-540-0500 x202 Fax: 1-800-795-0583

Grandmaster Jhoon Rhee

How I built a million dollar martial arts business, and developed the world's greatest competitors at the same time

World-renowned 10th-Degree Black Belt, Grandmaster Rhee is known as the "Father of American Tae Kwon Do and the first millionaire multi-school owner.

He grew a multi-million dollar chain of schools in the 1960's-70's and beyond, an unheard of precedent.

Tagged the "Pied Piper of Tae Kwon Do" by *Black Belt Magazine*.

At age 80, his current goal is to reach "a 100 years of wisdom in a 21-year-old body." With more than 60 affiliated Tae Kwon Do studios in the U.S. and 65 in the C.I.S. (former Soviet Union), Grandmaster Rhee is truly a leading pioneer in martial arts instruction.

After immigrating from Korean to the United States in the 1950's, Grand Master Rhee distinguished himself as a loyal patriot and has served Presidents Reagan and Bush, Sr. on various physical fitness initiatives.



Jhoon Rhee

The Great Grandmaster Rhee Will Show You:

- How to Communicate the **TRUE Value of the Martial Arts to Your Students**, the Key to Eliminating "Price Objections" Before they Ever Occur
- How to Balance Your Passion with Your Profession and Live the **Lifestyle you DESERVE**.
- How to Attract **FREE Media Attention and Publicity** for Your School, Garnering Tens of Thousands of Dollars in FREE Coverage.

Brian Tracy

Becoming the leader your school and your students need!

Brian's goal is to help you achieve your personal and business goals faster and easier than you ever imagined.

Brian Tracy has consulted for more than 1,000 companies and addressed more than 5,000,000 people in 5,000 talks and seminars throughout the US, Canada and 55 other countries worldwide. As a keynote speaker and seminar leader, he addresses more than 250,000 people each year.

He has studied, researched, written and spoken for 30 years in the fields of economics, history, business, philosophy and psychology. He is the top selling author of more than 50 books that have been translated into 36 languages.

Brian, a Shotokan Black Belt, and former successful school owner, will give you the tools you need to take your school, your business, and your career to a level most don't perceive is possible.



Brian Tracy

In Mr. Tracy's Powerful Session You'll Learn:

- What **EVERY Fortune 500 CEO Knows** that YOU **Can and MUST Do in Your School** to Set Yourself Above Your Competition, Virtually Eliminating "Price Shoppers"
- The **7 Reasons Small Businesses (JUST Like a Marital Arts School) Fail**, and How to Avoid These Mistakes
- How to Build Your **Most Valuable Commodity, Your Business REPUTATION**

Tony Robbins

World Renowned Success and Motivational Expert

The 5 keys to wealth and happiness for martial arts school owners

For the past three decades, Jhoon Rhee Black Belt, Anthony Robbins has served as an advisor to leaders around the world. A recognized authority on the psychology of leadership, negotiations, organizational turnaround, and peak performance, he has been honored consistently for his strategic intellect and humanitarian endeavors.



Tony Robbins

He's been perhaps the most influential force in the martial arts business adding motivation and a "take action" attitude.

Attributing much of his AMAZING success to the skills he honed while studying for his Black Belt, Robbins has directly impacted the lives of more than 50 million people from over 100

NAPMA®
National Association of Professional Martial Artists

Dear Fellow Martial Artist ,

I've spent 40+ years and literally millions of dollars learning the secrets of consistently operating a profitable martial arts school business.

Now, I'd like to share those secrets with you in a city near you.

Now, for the first time, I have summarized and encapsulated the 10 most important school growth strategies (that ARE WORKING in today's difficult market) into a concise high impact program, the "Insiders Secrets" of high quality - and highly profitable schools. I'll share these secrets with you at a $2,400 SAVINGS!

Not only will you SAVE $2,400, but you may also attend the Extreme Success Academy World Tour near your hometown or a convenient date close by, saving you travel and hotel cost and time, and take advantage of our Early Registration Discount

GUARANTEED to work in YOUR town, even if you think everyone's broke and recession ravaged your city or town.

Another secret will increase your monthly new enrollments dramatically - adding 5, 10, 15 or more additional new students EVERY Month, again with no additional cost, and without a HUGE advertising budget.

Finally, it is vitally important for your school that you pick up the phone and register right now - you must not be left out of this event OR register online! Call Bob Dunne at 727-540-0500, extension 202.

And, I almost forgot to mention ... I am so sure you will be blown away with the PROVEN SUCCESSFUL strategies you'll learn at the Extreme Success Academy World Tour that I can offer you a 100% MONEY BACK ON THE SPOT Guarantee.

If you participate in the program and are not THRILLED with the content, I will immediately and cheerfully refund 100% of your small investment - and you get to keep the handouts.

Respectfully,

Stephen Oliver, MBA
8th-Degree Black Belt
CEO, NAPMA

countries with his best-selling books, multimedia and health products, public speaking engagements, and live events.

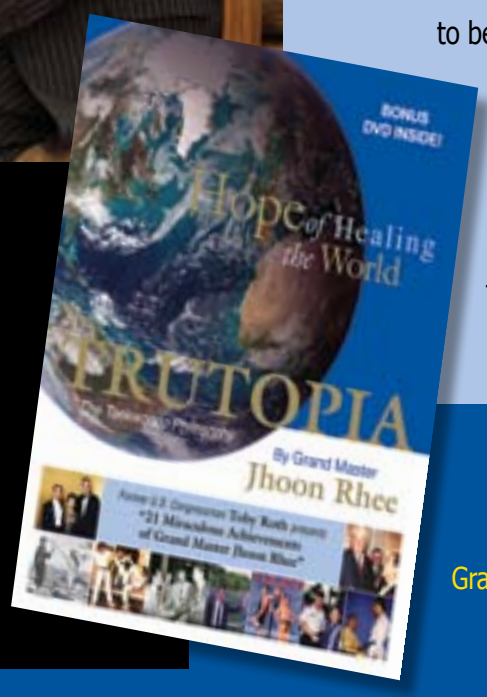
TRUTOPIA The Taekwondo Philosophy
Hope of Healing the World

by Grand Master Jhoon Rhee



Grand Master Jhoon Rhee is a world-renowned **10th degree Taekwondo black belt** who is widely recognized as the **"Father of American Taekwondo"** for introducing this martial art to the United States since arriving in the 1950s.

Grand Master Jhoon Rhee's Taekwondo system centers around his quote **"Lead by Example Action Philosophy,"** which is designed to inspire all people to be more enlightened; to ensure effective children's education for family unity; and to promote cultural diversity for universal harmony.



Order Your Copy Today!

only $24.95

includes USPS Priority Shipping

Bonus DVD Included!

Hardcover Book - 155 pages

Audio CD is also available for $19.95

For more information about Grand Master Jhoon Rhee, visit www.JhoonRhee.com

To order please visit www.JhoonRhee.com

The "Master of Motivation" Will Share With You:

- How to **Break Through Your Business and Personal Plateau**, SPECIFICALLY for Martial Arts School Owners
- How to Attract **FREE Media Attention and Publicity** for Your School, Garnering Tens of Thousands of Dollars in FREE Coverage.

STEPHEN K. HAYES

Martial Arts Legend

The secrets the ninja knew that can help you grow your business

An-shu Stephen K. Hayes has trained for over forty years in the martial arts, and was inducted into the Black Belt Hall of Fame in 1985. He earned 10th-Degree Black Belt in the art of ninjutsu in Japan, and is the founder of To-Shin Do, a modern self-protection system. In the 1990s, he traveled with the Dalai Lama of Tibet as personal protection escort for the Nobel Peace Prize laureate.

A dynamic and in-demand motivational speaker, warrior philosopher Stephen K. Hayes is the author of 19 books, and producer of a wide array of training DVDs.



Stephen K. Hayes

The Ninja Master Reveals:

- **Serving a GREATER Need** for Your Students, and Why They Will Reward You Handsomely for It.
- How to **Garner Loyalty and Inspire Your Students** and Staff to Help You

Lee Milteer

Fortune 500 Consultant and NAPMA Inner Circle and Peak Performers C oach

Developing your entrepreneurial "millionaire mindset" for martial arts professionals

Lee is a performance and productivity coach, author and speaker, and is the founder of The Millionaire Smarts Coaching Program.

She has counseled and trained more than a million people with her presentations at organizations such as Walt Disney, AT&T and NASA, plus hundreds of government agencies. Her educational programs have aired on PBS and other cable networks throughout the U.S. and Canada.



Lee Milteer

You'll Learn These PROVEN Strategies from Lee:

- **The 5 Principles** That Henry Ford, George Eastman, Charles Schwab, Theodore Roosevelt, Wilbur Wright, John Rockefeller, Thomas Edison, F.W. Woolworth, Woodrow Wilson, and Dr. Alexander Graham Bell **LIVED By, That WILL Help You Grow Your Martial Arts Business**
- How to **Unleash Your Hidden Potential** on Your Business, and How to Help Your Staff Do the Same.
- Why Successful People **Get and STAY** Successful, and Others Struggle to Stay Afloat

Col. Larry R. Donnithorne, Ph.D

leadership and Character Skills Professor

Leading your organization to the next level for the martial arts school owner

Schools all across the world are realizing that their students and communities NEED a program that's MUCH MORE than just "kicking and punching"!

Properly structured Leadership and Character development programs are PROVEN to generate amazing student outcomes and accelerated profits for the school owners. Dr. Larry Donnithorne, renowned author of "The West Point Way Of Leadership" will give you the ROAD MAP to creating a TRULY effective Character Development and Leadership program for your students! This is FOR REAL!!! Not just "lip service"….. If you are looking for a MAJOR competitive advantage in 2009, while your competition shudders in fear of a troubled economy, THIS IS IT!!!



Larry Donnithorne

The Man Who LITERALLY "Wrote the Book" on Leadership Presents:

- 4 Lessons Taught at West Point that **EVERY Marital Arts Student Should Learn** Before they Receive Their Black Belt.

Reserve your seat today!
ExtremeSuccessAcademy.com
1-727-540-0500 x202 Fax: 1-800-795-0583

WHAT THEY SAY



"Added $250,000 to school revenue in 12 months!"
"A quick note of thanks for another excellent Boot Camp. **You provided the most impressive representation of Martial Arts success I have ever seen in one place.** I originally attended your Boot Camp because you are one of the rare individuals who has experienced the fortunes and pitfalls of being a multiple school operator. Now, thanks to this year's Boot Camp I was privileged in hearing, meeting, and conversing with many more. Thanks again for a truly invaluable experience. — *David Shirley, 8th-Degree Black Belt, Villari's Martial Arts Centers*



Jhoon Rhee
Father of American Tae Kwon Do
"My student, Stephen Oliver, is **one of the new generation of leaders** in the Martial Arts Industry. It's important to me to have him on my team to really continue developing my business."



Kyoshi Terry Bryan
Built four Schools and 1,200 Students in Traditional Okinawan Karate
"Stephen Oliver made me a millionaire in 24 months! I followed his lead and I did what he told me to. **In 18 months I had 4 schools, 1,200 students, and was grossing $1,000,000 a year** in an industry where nobody in traditional karate had ever done that. It was simply because I listened to him.

"And after I started making a lot of money, I went back to Steve and I said, "Steve, why would you share this to me?" It was because he wanted to edify the industry. He wanted to build an industry." anyone needs a testimonial to make them come to your next event."



Tim Kovar
"I learned a tremendous amount at Stephen Oliver's Ultimate Martial Arts Marketing Bootcamp. I highly encourage you to attend, have a great time, **mastermind with some of the best minds in the industry** — be challenged to take your school to the next level. By the way, you might just end up being a millionaire"



Rick Bell *Author and Speaker*
"Stephen Oliver is without a doubt one of the most educated martial arts businessmen in America, but that's not the reason I endorse his seminar. What makes Stephen Oliver's marketing seminar the best I've seen is his ability to identify and simplify the critical success factors involved in running a martial arts school, and to teach average school owners who don't have an MBA, or even a college degree, **how to do exactly what he and other millionaire school owners have done to become rich**. Stephen Oliver knows how to make a lot of money teaching martial arts, and school owners can make a fortune doing what he says."



Karl Mecklenburg
6-time NFL Pro Bowl and 3-time Super Bowl; Author, "The Heart of the Student Athlete"
"When you can team with other martial arts school owners in NAPMA and have great leadership from someone like Stephen Oliver, then **you will have the opportunity to grow personally and professionally** much more than you could just by yourself."



Shihan Michael Pace
9th-Degree Black Belt, Goshin-Pyu Karate
"I truly believe that Stephen Oliver and Toby Milroy are **the sharpest guys in the industry**!"



Keith Hafner
Most Profitable Single School Operator in the United States; EFC Hall of Fame
"When it comes to combining martial arts marketing genius with the latest technologies. Stephen Oliver is the proven authority. Whether you are "technology-handicapped," like me, or have a strong technology back-ground…**you need this program**!"



Dave Kovar
CTO, Kovars Satori Academy
"Stephen Oliver knows the martial arts profession as well as anyone. He brings with him an amazing intellect and a unique perspective honed from years in the trenches."



Joe Corley
President, Joe Corley Karate
"Stephen Oliver is one of those highly competent, hard working, visionary people who can literally make things happen by bringing all the resources he has to a project and by inspiring those around him to work synergistically in the effort. He consistently sees what is possible and works tirelessly for powerful results."



Tommy Lee
East Coast Martial Arts, SBSS Success Systems
"I would personally recommend this Bootcamp to anyone and everyone interested. I'm so impressed with your program that you may give out my number if



Sean P. Kirby
National Sales Director ASF International
"We were truly impressed by the caliber of speakers and the quality of "real-life-scenario" topics presented at your last boot camp. You bring a fresh perspective that simplifies the business of martial arts while providing the essential business tools school owners need to succeed in their market. **Any school owner who wants to make an impact in their market and increase revenue will benefit from your innovative approach**, relaxed atmosphere and powerful seminars — packed with the latest marketing ideas and business tips from the industry's top school owners. We are looking forward to participating at your next camp."

A Message to you from former world champion Jeff Smith about Mile High Karate.

I'VE BEEN ASKED BY MANY OF MY FRIENDS and associates why I'd join up with Stephen Oliver and his Mile High Karate organization rather than grow my "World Champion Jeff Smith Schools." Why is it, after over 37 years operating chains of schools — first with Jhoon Rhee and then on my own — is it that I'm now jumping on the Mile High Karate bandwagon?

The answer is rather simple, but first let me share with you a few facts.

Stephen Oliver was a student of mine and of the Jhoon Rhee institute beginning in 1969. That's 38 years ago. I remember meeting him and teaching him personally first when he was a blue belt. From the time we met I recognized his intelligence and drive. He was (and is) really an excellent martial artist. He was by far the most flexible student and then instructor we had. He had vertical kicks and a quest for fighting that only comes with growing up in the "blood and guts" era of Oklahoma and Texas. At my request he moved from Tulsa to Washington, D.C. to be a Head Instructor then Branch Manager at Jhoon Rhee Institute while also earning an honor's degree at Georgetown University.

It's interesting that in the Martial Arts Industry he's mostly known for his knowledge of marketing, sales and business when in fact one of the most impressive elements of his organization is the depth of martial arts experience and skill. He's developed a truly unparalleled system for developing high quality Black Belts with excellent leadership skills.

Over the years he and I have remained close and I've often attended his Black Belt tests, Intramural Tournaments, and the Mile High Karate Classic National Event. I'm been continually amazed at the strength of his organization and the depth of his business knowledge and skill. When we began discussing working together I came to believe several things.

First, no one, absolutely no one can match Stephen Oliver when it comes to effective marketing, advertising, and sales process development for a martial arts school. It's not just my opinion. The top business minds in our industry all look to him for guidance when it comes to how to fill up a school.

Second, no one is even close to him when it comes to developing a structure and a team to develop a huge organization. He's created the first true national and international legal franchise structure and has all of the experts in place to make this grow exponentially.



Making the decision to join Mile High Karate will be the best financial decision you can make.

Third, although he's put together a tremendous curriculum and promoted 1,000's of quality Black Belts we compliment each other in a very powerful way. My role being to continue to strengthen the Mile High Karate instructor training

Some of the absolutely best martial artists in the world are joining our team to work with you, your Black Belts, and your students.







TOP Grand Master Joe Corley presenting 9th Degree certification to Grand Master Jeff Smith.

CENTER *Left to right:* Chuck Norris, Senator and former Senate Majority Leader Bob Dole, Eric Norris and Jeff Smith.

BOTTOM *Left to right:* Isias Duenas, Bill Wallace, Jeff Smith and Joe Lewis.

RIGHT: Grand Master Jeff Smith teaches at Breckenridge location.

and curriculum systems to always have the best quality students anywhere. We're continually developing better and better systems to improve quality, enhance our own martial arts training, and to continue to improve the student graduation rate to Black Belt.

Fourth, I sincerely believe that he's created the best career opportunity for martial arts school operators that exists currently in our industry. The support available and the potential to really develop a business with great value and big cash flows in tremendously exciting. I'm hoping to be instrumental in developing many wealthy martial artists.

I know that you as martial ßartist are concerned about "compromising" your art or about teaching "watered down" martial arts to your students. I can assure you that Mile High Karate teaches as high a quality martial arts curriculum that you'll ever see. As I now work with the Mile High Karate instructors I'm confident that it's getting even better. We have a curriculum that combines the best of many styles and a robust testing process all the way through the advanced levels of Black Belt.

To give one example, I had a friend of mine, a former New York City Police Commissioner, join me at a recent Mile High Karate Black Belt testing. Now, he's been in the NYC rough-and-tumble martial arts scene, taught in the military, and even trained with the Korean demonstration team in Seoul. He was literally stunned by the intensity and quality of the Black Belt testing. He said, "from what I've seen, Mile High Karate has some of the most aggressive training, most aggressive testing, and most aggressive teaching in the arts that I've ever seen … and, I've seen it all."

Clearly, making the decision that I made, to join Mile High Karate, will be the best financial decision you can make to develop your career in Martial Arts. However, something else you should consider is the value of the martial arts training that you'll receive by becoming a part of our team. I'm bringing 40-plus years of experience in the ring and on the floor teaching to your training, and an ever growing circle of some of the absolutely best martial artists in the world are joining our team to work with you, your Black Belts and your students.

Learn More...

...and chat personally with Jeff Smith.

Visit **MileHighFranchise.com**.



WHAT THEY SAY



"...from less than 50 students, today I have close to 250."

"Dear NAPMA, I've been a member for several years now. When I first joined NAPMA I had less than 50 students, **today I have close to 250**! I think NAPMA is a great organization and is a great window into the professional martial arts industry for those of us who live far from the US. The style of martial arts I teach is called Zen-Do Kickboxing. Zen-Do Bahrain is probably the largest school in the Middle East. I teach children from as young as three years. Our oldest student is a 57-year-old grandmother! My NAPMA membership has been worth every penny. Thank you for making it such a great success."

Suhail G. Algosaibi
Head Instructor and Founding Director Zen-Do Kingdom of Bahrain



"Your monthly support materials are worth 10 times what you charge (maybe I shouldn't say that)."

"First of all, I would like to thank you and NAPMA for your help. When my wife and I decided to open a martial arts school, we had practically no business experience. **With your monthly business tips, eye-catching ad materials and video support, we've grown by leaps and bounds.** When we first joined NAPMA, we had approximately 25 students and were teaching in an old television repair shop out of the city limits. Both my wife and myself were working full-time jobs plus running our school full time. We were years ahead in offering any type of cardio karate in this area, because we took NAPMA's advice. This was one of the things that allowed us to more than double our enrollment and be able to move to a better location.

"We cannot begin to thank you enough for helping build the backbone of our dojo. We now have a student base of 130, and have recently expanded our school to double the size with a bigger lobby, smoothie bar, and a second classroom currently under construction.

Not only would they help a school just starting out, but also help existing schools by adding new ideas and maintaining retention."

Mark Myers, Myers Family Karate Center, LLC
Hammond, LA

"Don't sign up for this program unless you're ready to achieve phenomenal success!"

"With ideas and help from Master Oliver and his unlimited knowledge, we will **likely quadruple our gross at each of four locations**. The mastermind work, the personalized help have made such an amazing difference for us!"

Master Art Mason, The Peaceful Warriors' Martial Arts Institute
6th-Dan Black Belt



"...you have helped me grow into a successful business with two studios, five recreations centers, over 450 students and 11 instructors."

"I wanted to express my satisfaction with the NAPMA product and what it has done for my business. For ten years I worked out of recreation centers and sports clubs. NAPMA helped me transition from a part time karate teacher to a full time karate school owner. The programs that I currently use in my school, from self-defense to business software, have come to me through ideas from NAPMA conventions or from articles in MAPRO. I have been in business for 17 years and a NAPMA member for the past 9 years I can proudly report that you have **helped me grow into a successful business with two studios, five recreations centers, over 450 students and 11 instructors**. I appreciate all that you have done and continue to do to help me with my growing business."

Ken Klotz
Klotz Institute of Karate



"...you and your organization have revolutionized the martial arts industry."

"I personally feel that **you and your organization have revolutionized the martial arts industry**, and I think being a member of NAPMA is a wonderful value for all school owners. You guys are good. Once again, I just wanted to share my thoughts. No need to respond. Keep up the good work."

Lance Farrell
Farrell's USA Martial Arts and Fitness



"I would not have been able to go full-time without the many ideas and motivation I have received from NAPMA."

"I am a full-time martial arts instructor and have been teaching on my own for 12 years. **I would not have been able to go full-time without the many ideas and motivation I have received from NAPMA**. I owe it all to your organization. By contributing to the monthly package, I truly feel I have given something back to the organization I owe so much to."

Raffi A. Dederian
Dederian Academy of Martial Arts



I briefly cancelled my membership to NAPMA but soon realized how big a mistake I had made."

"I am now a member once again. I reactivated my membership yesterday. **NAPMA helps me to not only increase my profits** each time without fail, but also serves as a monthly motivational tool for all areas of my life.

Danilo Dusoswa
Kerry Region Karate Schools, Ireland

WARNING! WARNING!

The NAPMA Extreme Success Academy World Tour is unlike any other "conference" "seminar" or "event" you've ever attended!

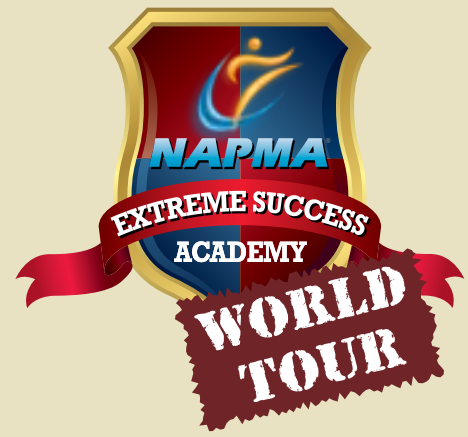
There is a LOT in a Name! The NAPMA Extreme Success Academy World Tour is just that!

It's for serious school owners who are focused on developing HIGH QUALITY students and who also want to build HIGHLY Profitable Schools.

Why the Extreme Success Academy World Tour is so different

Some seminars, events, conferences and shows are a bit like Chinese food...you like it, but you're hungry half an hour later.

Members have been telling us that they truly enjoyed the past World Conferences and big live events like it, BUT they wished that there was an event that had more "meat on the bone," more "nuts and bolts" of *how* to fill their school with new students, *how* to increase student quality, and *how* to drive better financial results! Well, we've listened, and now, we've ANSWERED!



We've identified **10 Key Trends in the Martial Arts Industry** that are DRIVING schools all over the country to pinnacles of performance previously unheard of even in these "uncertain" economic times!

What the Extreme Success Academy World Tour is *NOT*:

This event is ***NOT*** for school owners who are not focused on high quality student outcomes, not serious about long term student retention, or on a quest to "Suck Up" as many cash payments as humanly possible without regard to actually DELIVERING on your promises!

This is ***NOT*** simply a social gathering (although there will be plenty of opportunity for networking and building relationships) where you will be wined and dined, only to realize later that you didn't REALLY learn anything that will help you actually grow your school!

What the Extreme Success Academy World Tour IS:

This event ***IS*** for entrepreneurial, progressive, forward thinking school owners who are focused on operating a successful BUSINESS, who want to build a substantial future for themselves their families and their staff members, while providing a VERY valuable service to their students.

This ***IS*** a HIGHLY focused conference where we will present IN DETAIL subjects and topics that will HELP YOU MAKE MONEY, help you generate NEW STUDENTS, and help you BUILD A SOLID FUTURE for yourself and your school.

This event ***IS*** a STRUCTURED opportunity for you to network, brainstorm, and collaborate with other "Like Minded", goal orientated, ENTREPRENEURIAL school owners in a focused manner, helping each other solve problems and create new opportunities.

Don't delay. Register by phone, fax, snail mail or online at ExtremeSuccessAcademy.com TODAY!

CALL OR REGISTER ONLINE TODAY!

Reserve your seat today!
ExtremeSuccessAcademy.com
1-727-540-0500 x202 Fax: 1-800-795-0583

"I thought Stephen Oliver was Crazy ... and Then I Realized He Was Showing Me How to Triple or Quadruple My Income...

Dear Fellow Martial Artist,

When I started working with Stephen Oliver, I did not value what I was doing for my students. Stephen would share the tuition that he was charging at that time. After a call or meeting, I came home and laughed. I was like, "this guy is crazy."

Finally, I wrapped my mind around the idea that "I don't value what I'm doing. I'm the crazy one." That was the best lesson for me. you need to value what you're doing for people and charge what's appropriate.

The coaching program really dealt with my problems and issues. we've all had the epperience of attending a huge seminars that never really address your needs. Sometimes I knew whaat I needed help with, but more often it was Master Oliver pointing me in a different, but ultimately right direction.

I've received an EXPONENTIAL return on my investment from the coaching with Stephen Oliver.

Our Inner circle and Peak Performer's Mastermind is a marvelous resource. It's a group of like-minded, success-oriented school owners . . . we're helping each other.

It's a wonderful epperience.

Joe Borucki



Earn a Six-Figure or Better Income Running Your Martial Arts School Without Sacrificing the Integrity of Your Art.

If you are grossing $200,000 or more annually and would like to **DOUBLE that in the next 12 months**, you need to talk to "Millionaire Maker" Stephen Oliver.

He'll **give you a step-by-step action plan to double your gross**.

School owners that he's personally working with have added $150,000, $250,000, $300,000 AND MORE to their school's earnings in the past 12 months — WITH NO ADDITIONAL EXPENSES.

And, for the first time only, he'll give you a **FREE Personal Evaluation** — a $1,297.00 value — for a limited time only.

FREE LIMITED TIME OFFER!

- **FREE Personal Evaluation with Millionaire-Maker Stephen Oliver**, a sure-fire action plan to double your results or better. — **$1,297.00 Value**
- **FREE 90-minute Seminar with Stephen Oliver**: "The 5 Stupid Things School Owners Do to Sabotage Themselves and the Key Steps to Being a Big Winner." — **$297 Value**
- **FREE Report: "The 10 Things You Must Do to THRIVE** in the Martial Arts Business." — **$497 Value**
- **FREE Copy of Stephen Oliver's Groundbreaking Book: "Everything I Wish I Knew When I Was 22,"** Responsible for MANY Martial Arts Millionaires all by itself. — **$29.97 Value**

NAPMA.com/PrivateCoachingSession

or call 727-540-0500 ext. 202 and ask Bob Dunne for your appointment.

The Power of Truth, Integrity and High Ethics

How important is truth in today's world? As a salesperson, one of the biggest misconceptions of our profession is that we will say anything to make a sale. To the public, and sometimes to ourselves, it appears that the end objective is more important than telling the truth. That is just not true for the Conscious Salesperson. Our job is to find the benefits and value of our product or service for our prospects and tell them the truth.

When it comes to making a sale, what are your ethics? You can have average ethics and give the customer fair exchange for their money, no less, no more, which is how the average salesperson operates. A Conscious Salesperson wants to operate from maximum ethics, where you don't just ask how to get more sales but how to give more and better service to your clients. When you offer exceptional service, you impress your clients with more than they expected. One of the best reasons to employ maximum ethical standards and behavior in sales is simply peace of mind.



The Success Coach

LEE MILTEER
NAPMA INNER CIRCLE AND
PEAK PERFORMERS COACH

As kids we were taught always to tell the truth and that honesty was the best policy. The bad news is that kids watch adults lie and get away with it all the time on television, in the movies and in real life. Kids notice that often, when you tell the truth, it can upset people and you might even get punished.

Since most people want to avoid conflict and confrontation we get in the habit of not telling the truth to avoid any upset it may cause. The truth gets told only when it is to our advantage to share it. Without realizing it, we sometimes don't tell the truth just so we can fit in with society's expectations. As salespeople, we have sometimes stretched the truth to make the sale.

This serious problem of inconsistent truth telling is blurring moral and ethical lines. When we lose our morals and ethics, which are our own personal truth, we actually lose the essence of ourselves. When we stop telling the truth, we lose integrity with ourselves. If you cannot trust yourself you cannot trust anyone. This sad state of affairs will never bring you peace of mind or happiness, much less success!

To truly become a great salesperson you have to stop worrying about what others will think of you if you speak your truth in an appropriate manner. If you really want to live an authentic life and be proud of yourself and your sales profession, you must not let anyone tell you who you are or what your truth should be. It's important for you to know your own truth and to speak your own truth. Become truly who you are and act only from what you truly believe. If you don't believe in what you are selling, you will never be truly successful at selling it.

Yes, I know it's easier to go with the flow than to stand your ground when problems occur. But after awhile, if you don't stand your ground, you won't even know what you believe or think.

Our society and the media feed us an enormous amount of "shoulds" every day. We are told what we should like and should not like, how to think and how to fit in so that the "majority" accepts us. As of today, wake up and realize that, though it might be difficult to speak your truth at first, you will have more respect for yourself if you do. And once you get in touch with your own personal truth, you will not allow others to walk on it.

It's important to take back your power in life



and understand that you do not have to conform to what everyone else is thinking or doing. You have the power and responsibility to decide what you believe, what your personal truth is and how to stand within that truth. Be proud to be an individual.

When I urge you to speak your truth please do not let that be an invitation to be offensive or difficult or to feel that you have to defend your own truth. As a Salesperson, always speak your truth with kindness and love. Who you are speaks loudly without words. Understand that you may not agree with others always and that each individual has her own personal truth. No one has to agree with yours or join you in that truth.

Do you know your own personal truth? Often in social situations I hear people give their opinion about certain subjects, yet I know it's really not their opinion. I know they are repeating what they have heard from others and have not taken the time to know what they really think or feel about a subject. People tend to look at just one side of a subject and then parrot back in a conversation what they think other people want to hear and will find acceptable.

It takes a great deal of courage to examine your own beliefs. Do you really just want to follow the masses and believe what the media spoon-feeds you?

To begin to define your own truth, you might go into a quiet place, maybe out in nature. Get centered (quiet your mind) and ask yourself some soul-searching questions to help define what your truth is for you as an individual. This won't keep you from being open-minded to new views on life but it will help you to know your personal truth, how to operate in the world in the way that is authentic for you.

Are you aware of it when you are not operating from your own personal truth or ethic?

I suggest that you write your observations about your personal truth investigation in a notebook or journal. Write about the topics in your life that you talk about but rarely have made a clear statement of how you actually feel.

When someone asks you how you feel on a subject, really think about it before you speak. Don't just repeat what you have heard others say about the subject. If you don't know how you feel about something, simply state, "I don't know. I'll have to think about that." Then do take the time to think about it and discover your truth about it. Remember that in business it's more important to be respected than liked.

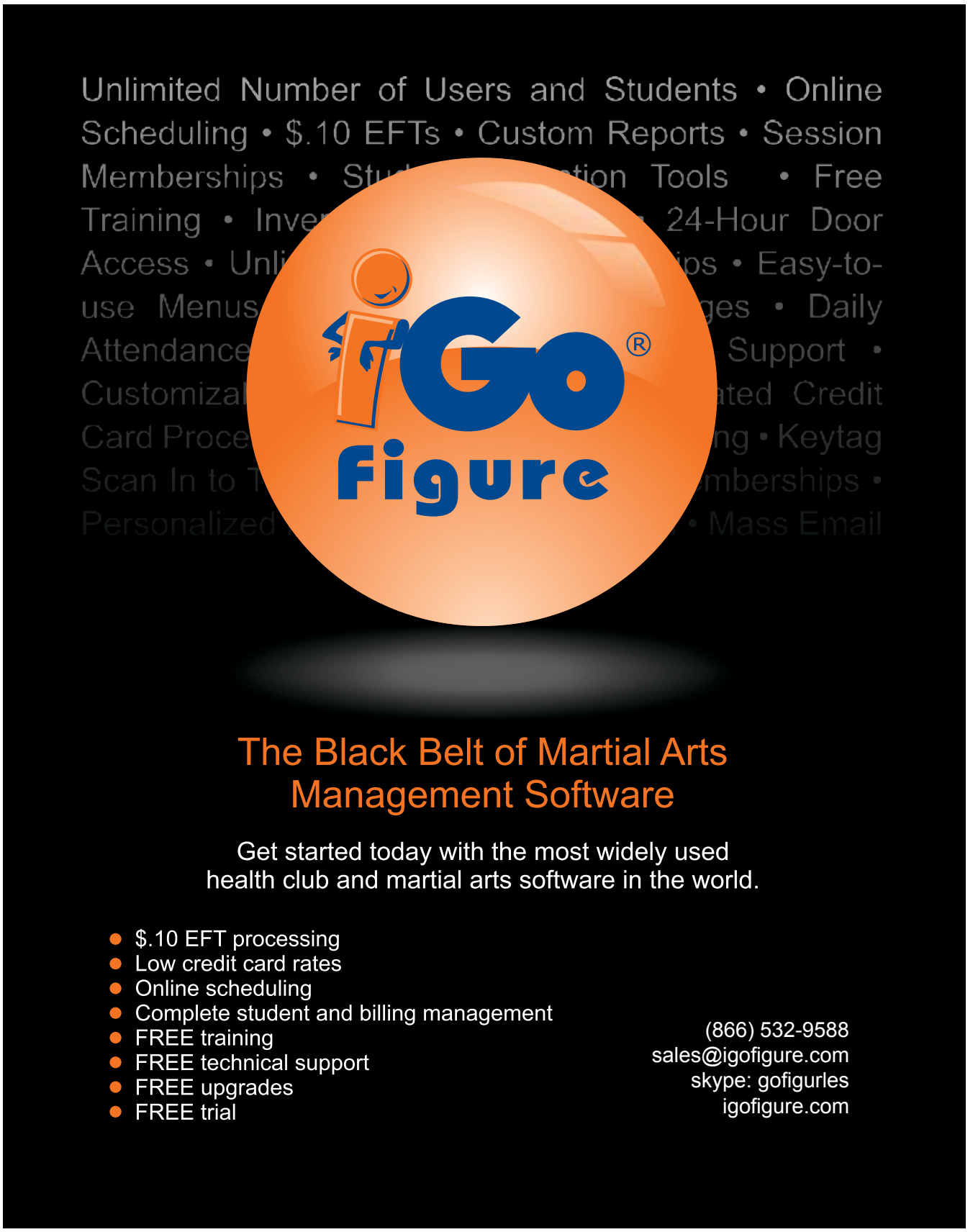
Needless to say when you are in sales, it is smart not to discuss subjects that are truly hot topics, those that hardly anyone agrees on, such as politics, sex and religion.

As a Conscious Salesperson, do your best to speak your truth with kindness and avoid defensiveness. You don't have to defend yourself when you live from your authentic truth. Everyone has their own personal truth and no one has to agree with yours. You can not control others and you don't want them controlling you.

Today is the day to get you in a proactive state of mind and start an improvement program on yourself. Just as you would start an exercise program, choose to do the behaviors that will assist you in the achievement of your personal and business goals. ■

LEE MILTEER SUCCESS COACH

Lee Milteer is a well-known success coach, professional speaker, author and developer of the highly acclaimed Millionaire Smarts® concept. She is also the success coach for NAPMA's Inner Circle and Peak Performers Group and a frequent NAPMA speaker. She can be reached at **NAPMA.com/InnerCircle.**



Mastering the Martial Arts Business Asks…

What are some of the reasons so many people fail to achieve their goals?

If people knew that all their hopes, dreams and plans are dependent on their ability and willingness to set goals, and realized how important goals are to a happy, successful life, then far more people would have goals today.



Brian Tracy
MARTIAL ARTS MARKETING WITH THE MASTER

One reason people don't set goals is, simply, they're not serious. They're talkers instead of doers. Although they want to be more successful, and improve their lives, they're not willing to make the necessary effort. They don't have the "fire in the belly" to make their lives bigger, better or more exciting. They want to be better martial artists—they talk about being better martial artists—but they don't put in their thoughts into action.

Your true values and beliefs are expressed in your behavior. One person who takes action is worth ten brilliant talkers who do nothing. I receive countless phone calls, letters and proposals from all kinds of people with all kinds of ideas, yet the only ones who impress me are those who actually do something. Don't tell people what you will do. Show them. Be serious!

The second reason people don't set goals is because they've not yet accepted responsibility for their lives. I used to think that goals were the starting point of success, until I realized that the first step toward goal setting is being fully responsible for your lives and everything that happens to you. The irresponsible person is the per¬son who's still waiting for real life to begin.

The third reason people don't set goals is their deep-seated feelings of guilt and unworthiness. A person in a low mental and emotional state is not the kind of person who confidently and optimistically sets goals. A person who was raised in a negative environment may develop the attitudes of "What's the use?" and "I'm not good enough." They are hardly capable of serious goal setting.

The fourth reason people don't set goals is that they don't realize the importance of goals. If you're raised in a household in which your parents didn't have goals and the setting and achieving of goals wasn't a regular topic of family discussion, then you can reach adulthood without even understanding the concept of goals.

If you move in a social circle of people without clearly defined goals, then you'll probably assume that goals aren't a particularly important part of life. Since 80 percent of the people in your life are going nowhere, if you're not careful, then you'll drift with that crowd and go nowhere as well.

The fifth reason people don't set goals is that they don't know how. You can earn a university degree ¬and never once receive an hour's worth of instruction on goal setting. Goal setting is more important to your long-term happiness than any other single subject that you could ever learn.

Look for five more reasons why people don't set goals next month.



In your view, how much time and effort should instructors invest in generating leads for new students?

A school owner's most important investment of time and effort is to sell memberships. A major part of that effort is to become known as an expert, an advisor in physical fitness and marital arts, in his or her community.



Tom Hopkins
THE BUILDER OF SALES CHAMPIONS

One of my first steps would be to join the Chamber of Commerce. Go to some of the business meetings. I would want to become known as the martial arts expert, and network with everyone I know and meet.

Every business owner is looking for a unique way to generate prospects. If I went to a meeting with five other local businesspeople, then I'd be sure to exchange business cards with them; I'd want them to know what I did. I'd also offer to refer potential customers.

That is certainly one prospecting method that would be easy for a martial arts school owners, to use to generate plenty of new business. The key is to exchange business cards with other businesspeople.

The saddest part of the martial arts business is that school owners fail to consider everyone they meet as a prospect. You must have your antenna in the air. I used to call it the Three-Foot Rule. Whenever you're within three feet of anyone, say hello, let him know what you do and be very excited about your martial arts program, so he will want to know more about it.

Make sure to ask for a business card and then send him a note, thanking him for discussing your business. That's a great way to develop a network and build momentum.

When you first make the effort to generate more leads, it's all a matter of numbers. Once your enrollments and renewals are increasing and you've built a solid business, you must continue to communicate with your students to retain them as long as possible and not let their memberships lapse. ■

The Seven Qualities of a Champion



The Pinnacle of Success

JHOON RHEE
LEGENDARY MARTIAL ARTS TEACHER AND EDUCATIONAL ENTREPRENEUR

When I first became a Taekwondo instructor, I claimed that my martial art is a philosophy that can be very instrumental in developing our youth through mental discipline and physical conditioning. However, I had a difficult time justifying to myself how punching and kicking could be a philosophy. In the early 1970's, I was writing a column for Blackbelt magazine. The editor asked me to write an article to justify Taekwondo as a philosophy. I felt I was in trouble because I did not know what to say. During three months of research, I developed my philosophy, Seven Qualities of a Champion, which is now popular with martial artists of many styles.

Our state of mind is caused not only by our thoughts, but also our spoken words, actions, and chosen body postures. There are seven basic physical qualities developed through martial arts training. These physical qualities can be transformed into human qualities because the body and mind are as inseparable as light and a flame. These seven qualities are power, alertness, timing, endurance, balance, flexibility and posture/integrity.

Power — True happiness comes from being physically free to do the things the mind desires. Mental and physical strength together can provide us with the means to actualize our desires. A person is born with a seemingly limitless capacity to learn only when it is understood how to unlock his or her fullest potential.

We as martial artists unlock our potential as we develop mental and physical powers by strengthening the body, heart and mind. Champion martial artists develop a daily habit of exercising muscles and expanding our minds through knowledge.

Alertness — I coined the term "accu-punch" when I trained Muhammad Ali for a title fight in 1976. I define an accu-punch as a punch executed at exactly the moment I decide. It is the perfect synchronization of body and mind. There is no gap between the decision and the execution.

To be a champion, we must not only be able to physically react quickly we must also develop the ability think quickly. The same principle holds true when meeting the challenges and problems of daily life. We may not have control over our challenges, but what is completely within our control is how we prepare and react.

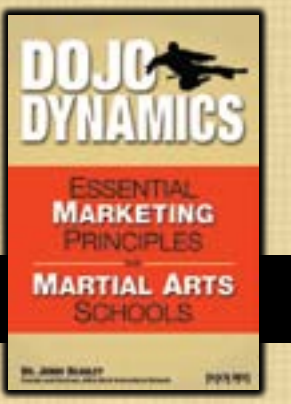
Timing — To be a martial arts champion, one must develop near perfect timing. Being the strongest and quickest doesn't always equate to success unless the individual learns to act at the precise right moment. To be a

See **RHEE**, *continued on page 33*

JHOON RHEE FATHER OF AMERICAN TAEKWONDO
Grand Master Rhee is a world-renowned 10th-Degree Black Belt with more than 130 affiliated Taekwondo studios around the world, he is a leading pioneer in martial arts instruction. His new book, *Trutopia*, is quickly becoming a required text for schools and students. Learn more at **JhoonRhee.com**

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- staying true to your clients' needs and the philosophy behind your martial art
- illustrative examples that are tried and true



Dr. Jerry Beasley is a professor of exercise, sport and health education at Radford University in Virginia with a doctorate in education administration. In 1978, he founded the American Independent Karate Instructors Association. He is also the founder and director of the famous Karate College, which was recognized in 2008 with the *Black Belt* Industry Award for Best Seminar/Training Camp.

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LEWIS, *continued from page 15*

Heavyweight Full-Contact Karate Championship. In 1975, Lewis was inducted into the prestigious *Black Belt Magazine* Hall of Fame as the Full-Contact Fighter of the Year. His teacher, Bruce Lee, had been inducted in 1972.

In the late 1970s, Lewis' good looks and acting skills landed him roles in Hollywood movies. His 1977 breakout role as the lead in *The Jaguar Lives* was screened without the promised marketing budget, resulting is less than expected box office receipts. Still, Lewis was larger than life on screen. A second leading role quickly followed, but again the all-important marketing budget was insufficient to earn the box office income that investors expected. The broken promises and cut-throat lifestyle of a Hollywood actor eventually led Lewis back to his childhood home in Knightdale, N.C. It was in late summer of 1982 that Joe returned to his roots.

In the 1980s, Lewis served as the National Director of the American Independent Karate/Kickboxing Instructors Association (AIKIA) leading the group to national prominence. In a 1983 issue of *Karate Illustrated*, Lewis was voted "Greatest Karate Fighter of All Time" by former champions that included Chuck Norris and Bill Wallace.

In 1988, I had the honor of working with Lewis and former champions Jeff Smith and Bill Wallace to produce the nationally famous Karate College, a mixed martial arts summer camp. In the 1990's, Lewis produced a series of highly profitable videos and conducted in-demand seminars across the country.

Lewis enjoyed excellent health and was considered to be at the epitome of martial arts fitness, but in 2008, he began to experience occasional, severe headaches. By July 2011, the headaches were so bad he finally sought professional help. Tests revealed that Lewis had been suffering from a brain cancer. He survived an operation and weeks of chemotherapy, but the cancer was terminal.

Word quickly spread that Joe Lewis was dying and he was met with an outpouring of love and support. At a conference in Florida, in November 2011, Lewis was greeted by 200 well-wishers including other world champions, and longtime friends Linda Lee Cadwell (widow of Bruce Lee) and Walter Anderson, the former publisher of *Parade* magazine. Anderson met Joe in Okinawa in 1963 and the two remained close friends for life. The conference had provided a fitting tribute to a much loved and highly respected warrior.

As a U.S. Marine who served in Viet Nam, Lewis was admitted to the Veterans Administration Hospital in Coatesville, Pennsylvania in July 2012. By mid-August he entered hospice care where he spent the last days of his life.

During his hospice stay, Lewis received hundreds of cards and letters from friends and admirers. Chuck Norris, a longtime friend, chartered a flight to visit him. Bill Wallace and Jeff Smith made multiple trips to lift the spirits of their friend. Lewis' daughter, Kristina Lewis moved into her father's vacant apartment to be close to her dad. On Friday, August 31, while surrounded by his family Joe Lewis passed. He faced death as he had lived life with valor and courage

His memorial service was attended by over 400 friends and admirers at his childhood home of Knightdale, North Carolina. More than 100 of his Black Belts attended. There will never be another Joe Lewis. Not since Bruce Lee has a fighter done so much to influence the way we practice martial arts worldwide. Joe Lewis was a fighter to the end and a friend forever. ■

DR. JERRY BEASLEY, author of *The Greatest Karate Fighter of All Time: Joe Lewis and His American Karate Systems*, is Professor of Health and Human Performance at Radford University (VA). In 1995, Dr. Beasley ranked 8th-Dan in the Joe Lewis American Karate/Kickboxing Systems. Visit his web site at www.aikia.net.

RHEE, *continued from page 31*

champion in life we must develop the habit of choosing the right moment and acting appropriately for success. Punctuality, honoring appointments and respecting the limitations of time and space all help us to be in the right place at the right time.

Endurance — A martial arts champion must train to develop stamina. At the Jhoon Rhee Institute, we teach the "double counter." Each attack is met with two or three counters. This develops a student's determination to win. Martial artists develop endurance when we persist in our determination to win.

Persistence is the ability to meet challenges by establishing and maintaining a consistent level of success. Champions achieve a level of success that becomes the standard they must consistently meet. That consistency develops endurance.

Balance — Champion martial artists never lose their balance in a fight. In daily life, a person with wisdom and character who is without strength cannot endure. A person with strength but no character is dangerous to himself and others. Success comes from finding the balance of strength in the body, honesty in the heart and knowledge in the mind.

Flexibility — Good flexibility helps prevent injury in a martial artist. By the same token, a flexible person with an open mind has the greatest opportunity for success. In the world today, too many conflicts are caused by rigid, close-minded people who do not respect others. Maintaining a flexible attitude coupled with timing, allows us to find unexpected sources of inspiration and learning.

Posture/Integrity - In martial arts, upright posture lends a physical symmetry to the art. In our daily life, our character is reflected in how we present ourselves. An "upstanding citizen" is an honest person of integrity. Developing good posture is critical for maintaining good health and presenting a positive social image.

The Seven Qualities of a Champion are obtained through disciplined living. When we discipline ourselves with these seven qualities, we have a vision for our life and the energy and courage necessary to act wisely.

Grandmaster Rhee has detailed his Taekwondo philosophy and the "Seven Qualities of a Champion" in his book, ***Trutopia: Hope of Healing the World.*** ■

Celebrities Benefit from Martial Arts



Snipes

Wesley Snipes has been training martial arts since he was twelve. He is a seasoned martial artist, trained in a number of different disciplines including Karate, Kung Fu and Capoeira.



Stone

Movie actress **Sharon Stone** started with taekwondo before shooting *Total Recall* in 1990. Her teacher was master Jhoon Chang in Beverly Hills.



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The Partnership of Success



Championship Goals

JEFF SMITH
DIRECTOR OF INSTRUCTION
FOR MILE HIGH KARATE

I admit my first goal was not to be a world champion. I actually reached the success of being number one in the world because that goal was set for me by Grandmaster Jhoon Rhee. My original goal for myself was to be ranked in the top 10 fighters in the country, because back then that was a big deal. When I told Master Rhee that my goal was to get in the top 10, he said, "I don't want your goal to be the top 10. I want you to be number one in the top 10."

Well I didn't have that vision for myself, but I said okay. I eventually became ranked in the top three fighters with Bill Wallace and Howard Jackson. For about two or three years, the three of us were back and forth between who was first, second and third.

In my mind, I was just shooting to be in the top 10, but when I trained, I said to myself, "There's X amount of hours in a day." So, I actually plotted out the hours.

How much I was going to sleep? How much I was going train? I worked out a schedule around the hours I taught karate. I worked out in the morning before class. I had a two-hour break in there, so, I worked out in the afternoon. I finished teaching at 9 to 10 p.m. and I would do another two-hour workout. I had a six-hour workout schedule.

Next, I divided out what I needed to work on to build strength, to build speed, to build timing, to work on technique, to work on power, to work on endurance. I had a whole strategy built to help me win tournaments. If I didn't win the tournament, I would reevaluate the way I was training.

A successful school owner will approach his or her business as if he or she were training for a championship. If he's not hitting that goal that he set for himself, then he's got to look at his stats and give an honest evaluation of what is he leaving out, and what he has to change to make the outcome different.

Unfortunately, for most school owners, they don't have the opportunity to be around other top school owners. Most of the schools out there are all by themselves. They don't have anybody to brainstorm with and share techniques.

If I'm training with somebody and they share a technique with me and I share a technique with them, we've both improved.

There's a lot of similarities in training to be a champion and building a successful school. The good thing about sharing ideas with people like Master Oliver and myself – or any of the other people at the seminar – is if I have one idea and you have one idea, then we both win. Now we have two ideas. That's one of the advantages of NAPMA.

Would I have become a world champion without the encouragement of Grandmaster Rhee who pushed me to be better than I thought I could? Would I have won the tournaments I needed to win without my training partners who shared their knowledge and techniques? Would I have been number one without the standard set by the other top fighters?

Whether it is successful competition or success in business, we are better and achieve more when we work with training partners who have similar goals. An important key to achieving your goals is to choose the best group of success partners that you can find. ■

JEFF SMITH 9TH-DEGREE BLACK BELT
Grand Master Smith is Director of Instruction for Mile High Karate, the first PKA World Light-Heavyweight Champion, and an Internationally-Renowned School Owner/Operator.
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I knew how to stop a punch from coming towards my face, but not how you run a business. Running a business is about finding out what your market is looking for.

I waited a year, but once I actually joined NAPMA, so much information came that if you're unable to make $10,000 growth instantly, something is wrong. But the thing is that NAPMA helped me incredibly. We're grossing in one month what we used to make all year

Shawn Harvey



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